

2006 ARMY COMMUNICATION GUIDE

A CAMPAIGN QUALITY ARMY WITH JOINT AND EXPEDITIONARY CAPABILITIES



CALL TO DUTY

50th YEAR OF A BRACE TO OUR NATION

UNITED STATES ARMY

FOUO Internal Memorandum v10 27 Mar 2006

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The Army Communication Guide 2006

Every Soldier, civilian and family member affiliated with the Army has a story about the Army to tell.....Your job is to tell the story.

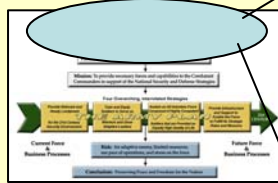
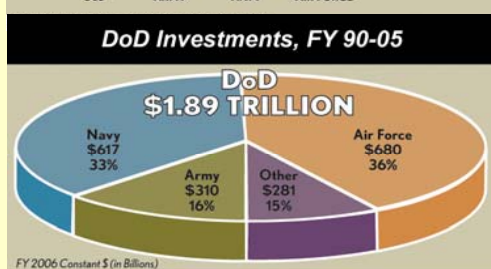
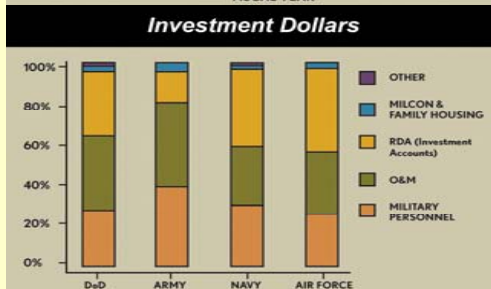
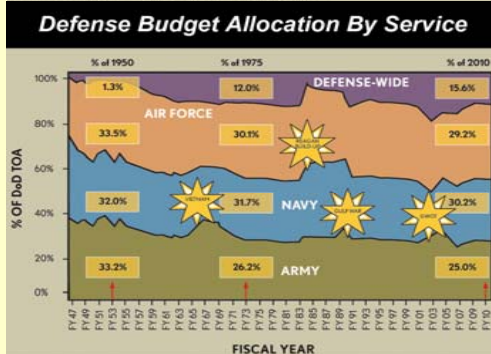
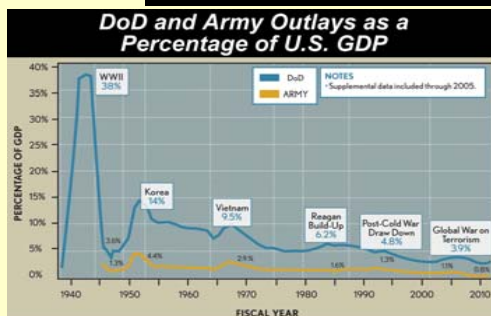
- The Army Communication Guide 2006 enables unity of effort through consistent communication planning and provides source information on our strategic initiatives. It is also designed to supplement organizational communication plans while conducting essential dialogue with our Soldiers, the American people, Congress, and other stakeholders whom we serve and upon whom we rely for support.
- The Army Communication Guide 2006 is maintained online at the Senior Army Leader Page and the AKO Public Affairs Knowledge Center. The online version will be regularly updated to ensure that the Army is communicating its most current and relevant information to our Soldiers and stakeholders.
- This is the core communication guide. Your commitment to deliver our Army's messages is critical to our success in realizing and maintaining the unprecedented support we have for the Army today, and realizing our vision:

“To remain the preeminent landpower on Earth – the ultimate instrument of national resolve – that is both ready to meet and relevant to the challenges of the dangerous and complex 21st century security environment.”



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The 21st Century Security Environment



Characteristics of the Environment:

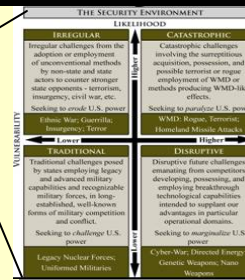
- America is engaged in a long struggle against adversaries who are ruthless and unconstrained in achieving their ends.
- The security environment in which our Soldiers will operate is characterized by challenges and uncertainties.
- We no longer face only conventional armies, we must also be prepared for enemies that employ irregular tactics, terror, and asymmetric warfare.
- Our enemies will be increasingly transnational and dispersed.

Army Budget Considerations:

- Defense spending is projected to decline as a percent of GDP (projected FY07 3.9%)
- The Army will operate in a constrained fiscal environment which will limit resources to accomplish our missions.
- Today, despite providing the bulk of force for the war on terrorism, our Army receives the smallest share of programmed Defense resources.
- Due to manpower requirements, nearly 40% of the Army's budget goes to personnel accounts (highest of the three Services).
- From 1990 to 2005, Army's share of investment dollars has been considerably smaller than other Services, making it very difficult to modernize our force.

Implications for our Army:

- The Army will remain engaged in a war which Soldiers will be expected to perform difficult tasks and create decisive outcomes.
- Our Soldiers must be prepared to deal with the full spectrum of threats.
- Army Soldiers and units must be prepared to deploy and conduct operations with little to no warning.
- A window of opportunity exists. We must accelerate our transformation to capitalize on the unprecedented opportunity created by wartime focus and resourcing.



Short Version Presentation

- Since 9/11, the security environment has changed dramatically. As a result, military commitments and especially the demand for Soldiers have increased at home and abroad.
- We must continue to increase our capabilities to deal with the challenges we are facing today, and accelerate our preparation for those we will face tomorrow.

Medium Version Presentation

- Building the capabilities required to hedge against the uncertainty of tomorrow will require prudent investments today. These investments must be sustained at predictable, consistent levels over time.
- Failure to invest in the right capabilities – by improving our doctrine, organization, training, materiel, leaders, people, and facilities – will increase risk for Soldiers, the Army, the Joint Team, and our Nation.
- Investing in defense capabilities in this manner will require a significant departure from historic patterns of spending, which have increased America's vulnerability prior to each of the major conflicts of the 20th century.

Learn More:

http://www.army.mil/aps/06/04_21stCent.html

<http://www.defenselink.mil/news/Mar2005/d20050318nds1.pdf>

<http://www.asafm.army.mil/budget/fybm/FY07/overview.pdf>

While the problems we face will evolve, Soldiers' "boots on the ground" will remain vital to our solutions.



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ARMY VISION

The Army Vision is to remain the preeminent landpower on earth—the ultimate instrument of national resolve—that is both ready to meet and relevant to the challenges of the dangerous and complex 21st century security environment.



LED BY CAPABLE LEADERS

Innovative, adaptive and confident in leading Soldiers and civilians. Leading change, building teams, confronting uncertainty and solving complex problems.

LEADERS

SOLDIERS

Living the
Warrior Ethos - on
duty protecting the Nation
and the society they serve.

ORGANIZED INTO MODULAR FORCES

Rapidly deployable, full-spectrum, networked, adaptive and more powerful. Enabling joint and expeditionary operations with interagency and multinational partners. Executing protracted campaigns to protect freedom, deter adversaries; if required, defeat our enemies, secure peace and provide stability and reconstruction.

MODULAR FORCES

OUR CENTERPIECE

THE INSTITUTION

SUPPORTED BY THE INSTITUTION

Providing relevant and ready land forces and capabilities to the Combatant Commanders while transforming. Leading change to create the future Army. Providing the people, resources, quality of life and infrastructure critical to the success of America's Army.



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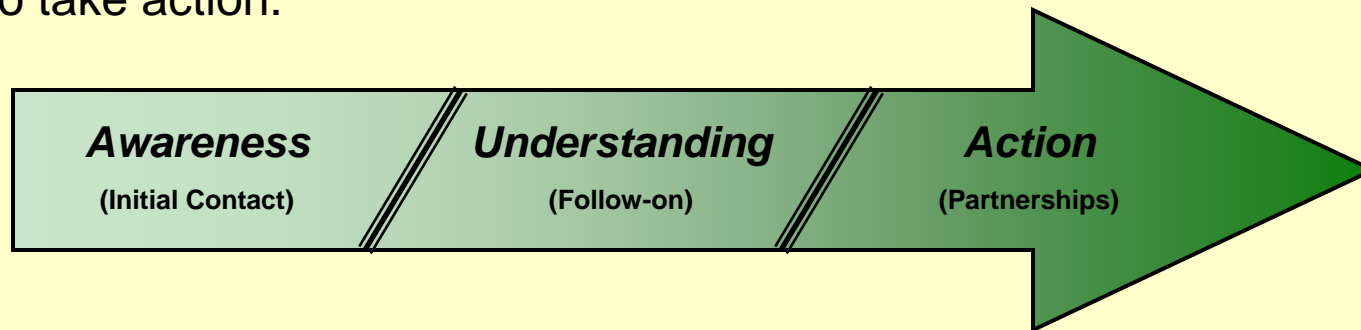
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Dimensions of Telling The Army Story

A well-composed and effective story is:

- ★ **Easily told**
- ★ **Easily received**
- ★ **Easily repeated**

This story can be varied in length and amount of detail for presentation to different audiences. Regardless, the communication process begins with the point of establishing an initial level of awareness and advances to compel the reader / listener to take action.



Understanding the process of how we effectively “tell the story” represents a critical foundation to achieve the three desired effects of Army Communication.



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Army Communication: Three Desired Effects

All Army communication efforts should contribute to one or more of these three effects:

- 1. To Attract and Retain Quality Soldiers***
- 2. To Maintain Public Support***
- 3. To Resource the Army***

Learn more:

<http://www4.army.mil/aps/>



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Key Information: Achieving the Desired Effects

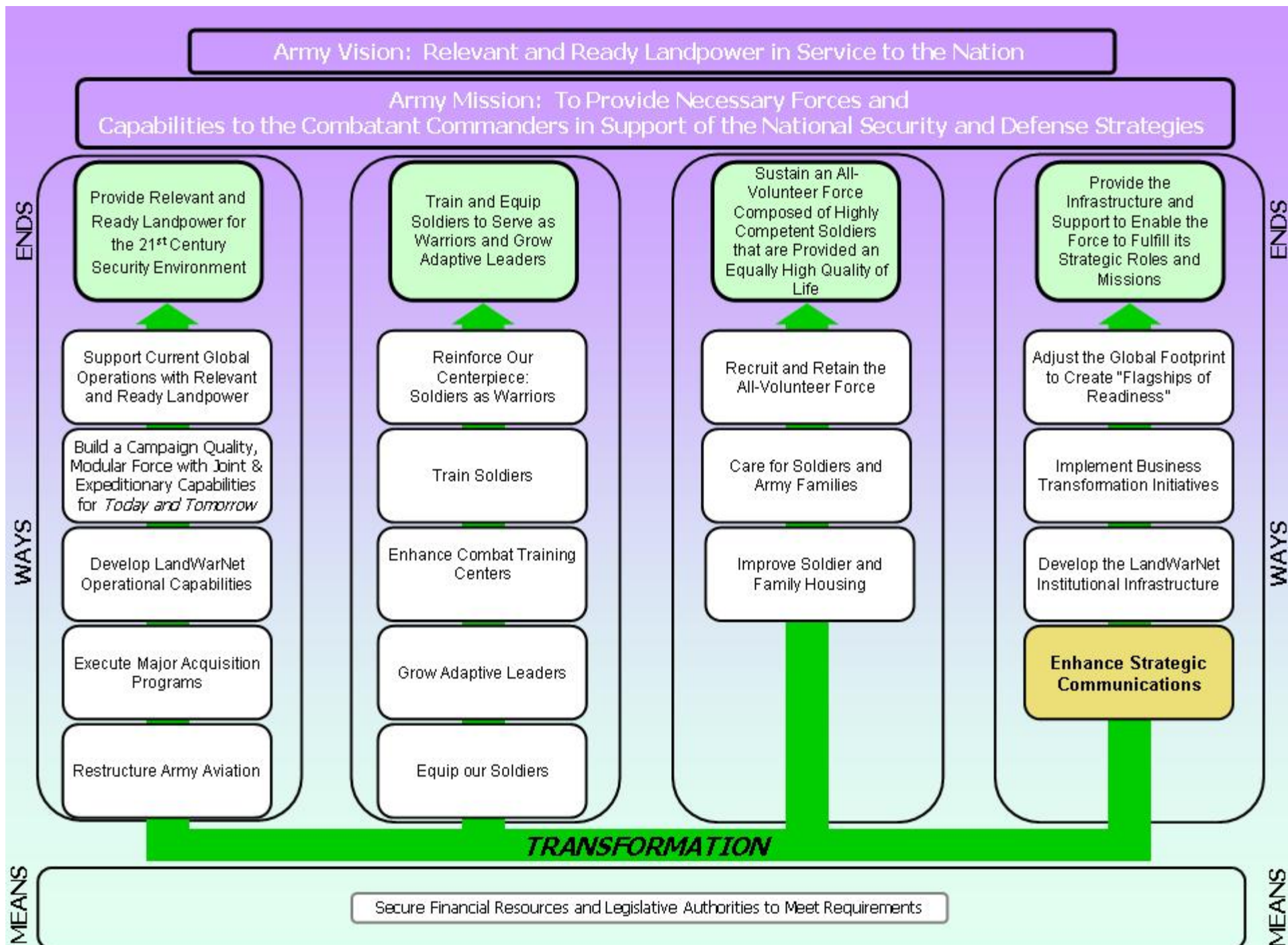
	<u>To Attract and Retain Quality Soldiers</u>	<u>To Maintain Public Support</u>	<u>To Resource the Army</u>
<u>Source of Key Messages:</u>	www.goarmy.com www.army.mil www.goarmyreserve.com www.arng.army.mil	Army Outreach website Army Public Involvement Toolbox www.asaie.army.mil/pitoolbox	Army Posture Statement, Legislative Objectives
<u>Duration of Effort:</u>	Perpetual	Perpetual, highlighting events with a military focus.	From release of Posture Statement through signing of the National Defense Authorization Act for FY07.
<u>Overarching Messages Related to this Effect:</u>	To sustain a volunteer force, the Nation's citizens must be willing to serve.	"Our Army" serves the Nation.	The Army must be resourced at the level of the President's Budget in FY07 and exempted from cuts to be successful in transforming the Army in this decade.
<u>Supporting Messages:</u>	Being a Soldier prepares you now for tomorrow. Soldiers re-enlist when they are well-led and know that their service is meaningful. Get to know us, then decide.	<ul style="list-style-type: none"> - Public support is important to our Soldiers, civilians, and family members. Whether inside the Army, Army Reserve, Army National Guard or outside, all should consider it to be "Our Army." Such service and sacrifice should not go unnoticed. - The Army is a good steward of the environment. 	Strategic context, Army Vision, Compelling Needs, key Army programs, SecArmy and Chief of Staff priorities.
<u>Key Audiences:</u>	Potential Soldiers, influencers of those who might and those who do serve, serving Soldiers.	Soldiers, Army civilians and Army families. General public.	Congress, OSD, Joint Chiefs, military analysts.
<u>Key Communicators:</u>	Soldiers themselves, former Soldiers, Army retirees, all Army leaders (military and civilian).	Soldiers themselves, former Soldiers, all Army leaders (military and civilian), Army retirees, veteran service and military support organizations.	Senior Army Leaders, subject matter experts, veteran service and military support organizations, Army retirees, Soldiers themselves, all Army leaders (military and civilian), former Soldiers.
<u>Associated Communication Campaigns:</u>	* Army of One , Call to Duty , Freedom Team Salute	Call to Duty , Operation Tribute to Freedom , Welcome Home Warrior-Citizen , America Supports You , Freedom Team Salute	Future Combat Systems , Business Transformation , Posture Statement communication plan.

* Title of current Accessions advertising campaign.



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Army Vision: Relevant and Ready Landpower in Service to the Nation

Army Mission: To Provide Necessary Forces and Capabilities to the Combatant Commanders in Support of the National Security and Defense Strategies

How to Use This Guide

- This page is a mirror example of the following **21 pages in this Army Communication Guide 2006**. It provides guidance on how you can best utilize this guide, and this section, for your planning and execution of the Army communication process.
- The following pages reflect, item by item, the information provided in the overall Strategy Map (published in the Army Posture Statement) listed on the preceding page.
- The stack of text boxes to the left contains (top box) one of the four overarching, interrelated strategies of the Strategy Map followed (beneath) with its supporting initiatives. Each subsequent page will provide definition, additional talking points and resources to better understand and explain the highlighted box. You will also come to better understand where the identified item fits within the overall Strategy Map.
- This particular section of each page provides background information and direction regarding the overarching strategy or initiative that is highlighted box in the stack of box to the left. It is formatted as a bulleted, thumbnail sketch/narrative.
- On each page you will find [hyperlinks](#) that will link you to additional information. These hyperlinks will be found in the background, short and medium version boxes as well as the “Learn more” box.

Overarching,
Interrelated Strategy

Initiative

Initiative

Initiative

Initiative

Initiative

Short Version Presentation

- This section provides the user with a very brief speech/talking point summary for use when providing information when time is limited.

Medium Version Presentation

- This section should be used to provide more in-depth synopsis of the appropriate Army strategic initiative.
- Still in bullet form, it provides more detail and is useful when more time is available.

Learn more:

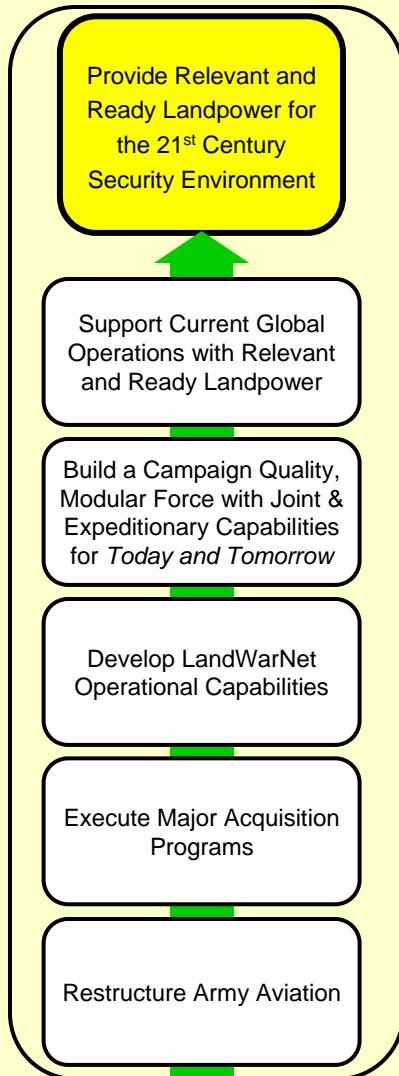
[This section provides information regarding additional resources that can be accessed in order to further inform.](#)



CALL TO DUTY
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Army Vision: Relevant and Ready Landpower in Service to the Nation

Army Mission: To Provide Necessary Forces and Capabilities to the Combatant Commanders in Support of the National Security and Defense Strategies



- The challenges posed by the 21st Century security environment drive our vision of the force that we must become to continue to accomplish our mission. The Army exists to serve the American people, to protect vital national interests and to fulfill national military responsibilities. The Nation has entrusted us to preserve peace, maintain freedom and defend democracy. Whenever and wherever needed, Soldiers continue to answer the **Call to Duty** and have performed this role for over 230 years.

- To remain efficient and ready, the Army is implementing the **Army Force Generation (ARFORGEN)** process in order to increase available training time, enable more predictable deployment schedules, and ensure a continuous supply of forces required by the Combatant Commanders and civil authorities. Effectively begun July 2005, **ARFORGEN** establishes and coordinates cycles of readiness and training for all our active and reserve units.

- The Army is also creating the right mix of Support Brigades to Brigade Combat Teams to ensure that our Soldiers receive the support they need, and developing joint and expeditionary capabilities and systems to ensure that we are well postured for tomorrow's challenges. Improvements and upgrades to **Army Aviation and Air Defense** are also key points in completing the Army Vision and Mission.

"I call them pentathlete types of organizations that are thinking, adaptive, learning organizations filled by learning, adaptive people that we grow and educate that will be able to operate across the spectrum to include in the non-traditional roles and stability and support operations and in engagement in shaping operations and all these other things that we don't consider to be war in the traditional sense to prosecute our nation's interests as we go." Secretary of the Army (April 2005 American Enterprise Institute)

Short Version Presentation

- **The Army Plan** is a design for innovation and continuous improvements in our ability to operate as part of the Joint Team, while ensuring our ability to dominate in any environment against current, emerging, and unforeseen threats.

Medium Version Presentation

- The Army must continue *to serve the Nation and provide relevant and ready landpower* in the current security environment of the 21st Century.
- To maintain freedom and defend democracy, the Army is forming an active and reserve component pool of 70 modular Brigade Combat Teams (BCT), reinforced by over 200 active and reserve component modular Support Brigades.
- In addition to restructuring, the Army is modernizing for the first time in decades, and building depth and increasing breadth to ensure Soldiers and units can adapt to future challenges.

Learn more:

[Army Game Plan](#)

<http://www.army.mil/features/2005ArmyGamePlan/>

[21st Century Security Environment](#)

http://www4.army.mil/aps/04_21stCent.html

[Providing relevant and ready land force](#)

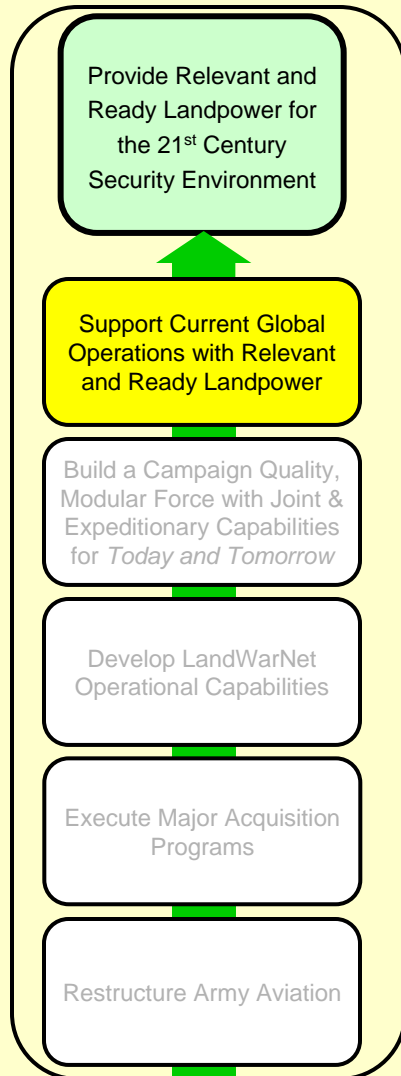
http://www4.army.mil/aps/08_ProvideLandpower.html



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Provide Relevant and Ready Landpower for the 21st Century Security Environment

Support Current Global Operations with Relevant and Ready Landpower



- To support current global operations and prevail in the war on terrorism, we are increasing the number and the effectiveness of our essential fighting units, the Brigade Combat Teams (BCTs). Our plan will create **42 BCTs in the Active Component and 28 BCTs in the Army National Guard**. In addition, the Army will convert over 200 Support Brigades to modular design, as well as modular Division and Corps Support Brigades.

- Our modular conversion across the active and reserve components is designed to meet the demands of the current war, sustain other global commitments, establish the organizational structure to accelerate modernization and support a new global basing posture that will rely more heavily on rotational presence.

- Implementation of **Army Force Generation (ARFORGEN)** will increase available training time, enable more predictable deployment schedules, and ensure a continuous supply of manpower required by the Combatant Commanders and civil authorities.

- To sustain increased global commitments, we are increasing, or "growing," the Operational Army. The goal is to increase the number of Soldiers by 40,000 by 2008 (from the 2004 baseline of 315,000) to bring our active duty operational force total to 355,000 Soldiers.

- To make best use of our resources we are both rebalancing forces to create a mix of Soldiers with high demand and critical skills and redistributing Soldiers to create the right mix between our operational forces and institutional structures.

- Our goal is to be able to generate sufficient forces to limit operational deployments for an active component unit to one per three years, for reserve component unit to one per six years.

Short Version Presentation

- Our Army is modernizing to enable Soldiers and leaders, as part of the Joint Team, to dominate in any environment against current and emerging threats.

Medium Version Presentation

- To support current global operations with relevant and ready landpower the Army is restructuring into a brigade-based modular force centered on brigade combat teams (BCT).
- The Army is rebalancing personnel requirements to place properly skilled Soldiers where and when needed, and assigning Soldiers to longer tours at installations to improve teamwork and cohesion, as well as reduce stress on families.
- Our reset program is restoring units returning from war to required levels of readiness to prepare them for future missions as quickly and efficiently as possible. This preparedness includes support to the Security/Homeland Defense and domestic response missions.

Learn more:

[Modular Force Initiative](#)

<http://www.army.mil/modularforces/>

http://www4.army.mil/aps/08_ProvideLandpower.html

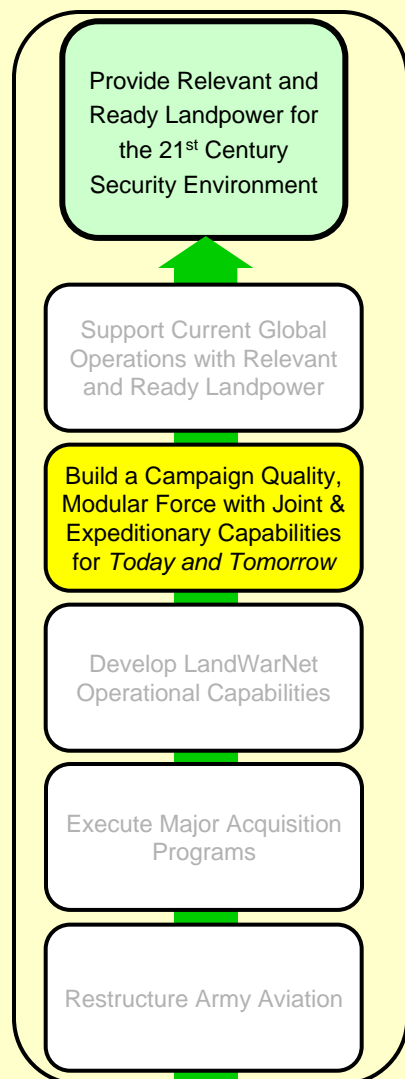


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Provide Relevant and Ready Landpower for the 21st Century Security Environment

Build a Campaign Quality, Modular Force with Joint & Expeditionary Capabilities for Today and Tomorrow



- The war on terrorism and the change to our global posture is creating the necessity and the opportunity to accelerate change from the current to future force.

- The Army is modernizing – for the first time in decades – to field Future Combat Systems and other advanced technologies.

- **Future Combat Systems (FCS)** – This is the Army's principal modernization program. FCS is a networked family of integrated manned and unmanned systems that will serve as the *core building block* for the future modular force. FCS will pioneer the *next generation of Joint warfighting* capabilities that will improve the network-enabled Soldiers' ability to find and fight their enemies. It will ensure that the Army and Ground Force component *retains the combat advantage* in critical capabilities - networked reconnaissance and surveillance, mobility, and lethality. FCS is now in the **System Development and Demonstration (SDD)** phase. It will include a new class of manned and unmanned aerial and ground vehicles better enabled and connected by a common network. The first unit fully equipped with manned vehicles is projected to achieve initial capability by 2014, full capability by 2017.

- We are developing more kinds of capability by making our brigades more powerful, versatile, deployable, and relevant to new challenges. We are also creating improvements in: Sustaining the force, Actionable Intelligence; Stability operations; Homeland defense; Operating in Complex Environments; Facing Irregular challenges; Battle Command and more.

- These initiatives will ensure that our Soldiers are *well prepared* to operate in **campaign and expeditionary settings** with our joint and coalition partners.

Short Version Presentation

- Our conversion to a modular force – one that is carefully balanced between active and reserve components – and modernization is well under way. This conversion is transforming us into a more lethal, flexible, deployable, and sustainable force.

- **Future Combat Systems** is the Army's principal modernization program. It represents a new class of manned and unmanned aerial and ground vehicles better enabled and connected by a common network.

Medium Version Presentation

- We are working to develop a future force – one that is better able to fight as part of joint and coalition formations in either protracted campaigns or in expeditionary operations, and to serve the Nation.

- Improvements in the Army's capabilities such as those provided by Future Combat Systems are essential ingredients that will ensure that the Army will have the best equipment and support for the most important element of the Army: the Soldier.

Learn more:

[Future Combat Systems](http://www.army.mil/fcs/)

<http://www.army.mil/fcs/>

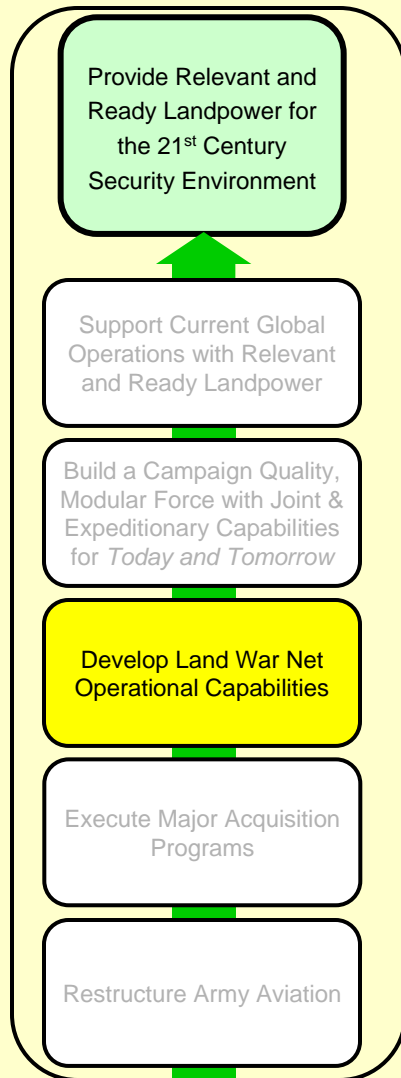
[Modular Force Initiative](http://www.army.mil/modularforces/)

<http://www.army.mil/modularforces/>

<http://www.army.mil/professionalvideo/movies/modular.html>

Provide Relevant and Ready Landpower for the 21st Century Security Environment

Develop Land War Net Operational Capabilities



- **LandWarNet** envisions integrated applications, services, and network transport capabilities across the warfighting, intelligence, and business mission areas that enable leader-centric operations anytime, anywhere at every echelon as a part of the Joint Force.
- LandWarNet seeks to ensure that future forces receive the relevant information at the right time without tethering them to traditional static tactical command posts. The communications network and applications must be as mobile as the forces they support.
- Commanders and leaders operate under adverse and dispersed conditions and require battle command and battlespace awareness capabilities provided on distributed, networked applications and real-time data. These capabilities must enable effective situational awareness, planning, synchronization and virtual rehearsals of full-spectrum operations throughout the battlespace.
- LandWarNet is a combination of infrastructure and services, that moves information through a seamless network and enables the management of warfighting and business information.
- A robust LandWarNet will enable improved operational cycle times. This will create unprecedented levels of flexibility and agility for logistical support, actionable intelligence, and situational awareness.
- The Army's CIO/G-6 will lead the Army's campaign for bandwidth. The additional bandwidth will provide the transport network to exchange voice, video, and data throughout the operating and generating force. It will also allow these services down to the Brigade, Battalion, and Soldiers by leveraging the full range of tactical transport and satellite programs

Short Version Presentation

- The **LandWarNet** is the Army's portion of the DOD's **Global Information Grid (GIG)**.

Medium Version Presentation

- The Army is committed to providing reliable communications for a global force and LandWarNet is a key enabler for information superiority, decision superiority, and ultimately full spectrum dominance, as well as for quality and speed of decision-making for enhanced Battle Command.
- The LandWarNet will dramatically improve the warfighting capabilities of Army forces across the full spectrum of conflict.

Learn more:

[LandWarNet on AKO](#)

<https://www.us.army.mil/suite/doc/4567846>

[LandWarNet \(APS page 23\)](#)

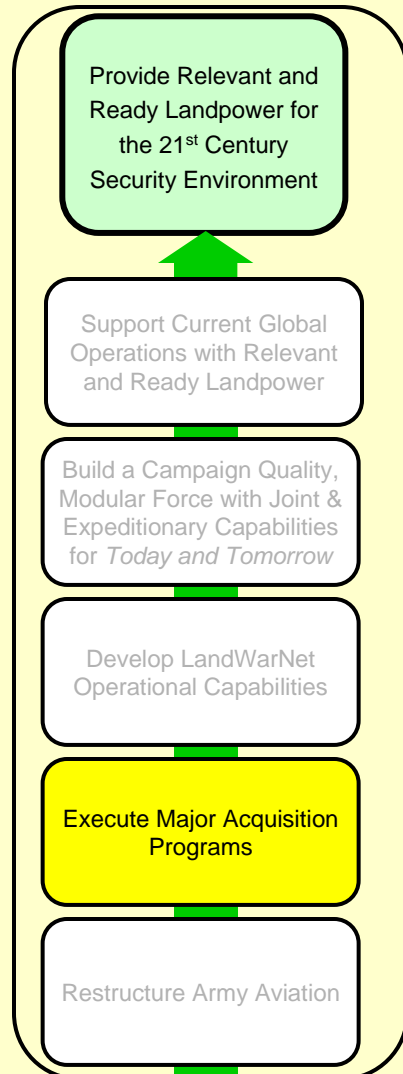
http://www4.army.mil/aps/11_ProvideSupport.html



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Provide Relevant and Ready Landpower for the 21st Century Security Environment

Execute Major Acquisition Programs



- 1) **Future Combat Systems (FCS)** – The Army’s principal modernization program. FCS is a networked family of integrated manned and unmanned systems that will serve as the core building block for the future modular force. FCS will pioneer the next generation of Joint warfighting capabilities that will improve the network-enabled Soldiers’ ability to find and fight their enemies.
- 2) **Blackhawk Upgrade** - The Army will procure new UH-60M/HH-60M (MEDEVAC variant) in order to extend the fleet’s lift and range capabilities, reduce operating and support costs, enhance survivability, improve strategic transportability, integrate Air Warrior with digitized avionics and flight management systems plus incorporate Global Air Traffic Management (GATM) requirements, and extend aircraft life.
- 3) **Patriot Medium Extended Air Defense System (MEADS)** - MEADS is the Army’s next generation of air and missile defense. It will provide the Army enhanced force protection against a broad array of third dimension threats. It is designed to provide a robust, 360 degree defense against the full spectrum of ballistic missiles, anti-radiation missiles, cruise missiles, unmanned aerial vehicles, tactical air to surface missiles, and rotary and fixed wing aircraft threats.
- 4) **CH 47** - The CH-47 Chinook is a twin-turbine, tandem-rotor, heavy-lift transport helicopter with a useful load of up to 25,000 pounds. CH-47F key modifications integrate a new-machined airframe, an upgraded T55-GA-714A engine to restore performance capability, Common Avionics Architecture System, Air Warrior, Common Missile Warning System, enhanced air transportability, digital automatic flight control system (DAFCS), and an Extended Range Fuel System II for self-deployment missions.
- 5) **Longbow Apache** - The AH-64 Longbow Apache is a 2 engine, 4 bladed, tandem seat, attack helicopter with a 30mm cannon, 2.75" rockets, and Hellfire missiles. It is the heavy attack helicopter of current and future forces. It has provided a high level of effectiveness, survivability, and lethality in combat operations in Iraq and Afghanistan.

Short Version Presentation

- The Army has five major acquisition programs designed to improve the Army’s capabilities and better address the full spectrum of traditional, irregular, disruptive, and catastrophic challenges.

Medium Version Presentation

- The five major programs are:
 - Future Combat Systems
 - Blackhawk Upgrade
 - Patriot Medium Extended Air Defense System
 - CH-47 Chinook
 - Longbow Apache

Learn more:

[Acquisition Resources](#)

http://www4.army.mil/aps/08_ProvideLandpower.html

Click here to learn more in depth on this subject from Army Posture Statement Information Papers:

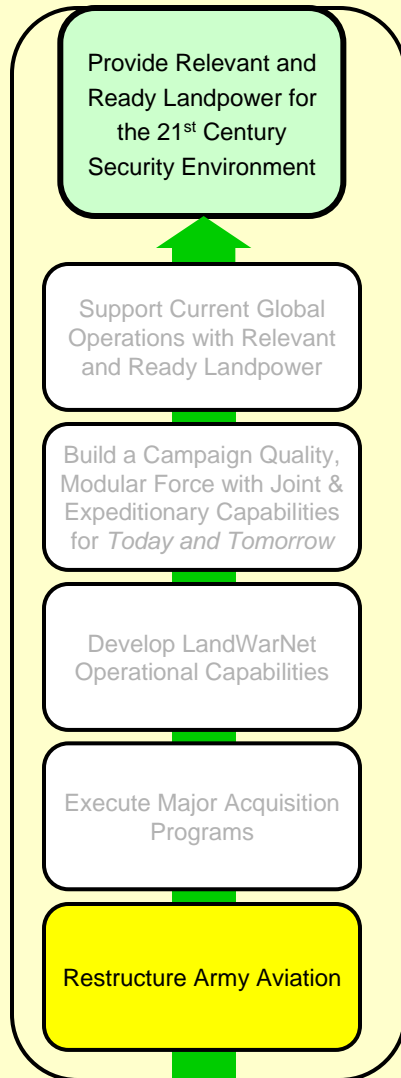
http://www4.army.mil/aps/15_addendums.html



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Restructure Army Aviation



- The **Aviation Transformation Plan** was developed based on a full Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities analysis that included lessons learned from recent operations.
- The Plan restructures Army aviation warfighting units (active and reserve components) into **Combat Aviation Brigades (CABs)** ensuring the aviation units are modular, capable, lethal, mission specific, and sustainable. This restructuring has enabled the Army to buy new helicopters for the Army National Guard five years earlier than originally planned.
- Beginning in FY06, the Army will establish aviation units under Theater Aviation Commands, transform Army Special Operations Aviation, and continue the transformation of the remaining Divisional CABs in both the active and reserve components.
- Army Aviation is a relevant member of the joint force's response to full-spectrum military operations – from homeland defense and disaster relief, to peace enforcement and combat operations in support of the Global War on Terrorism.
- Army Transformation will not be successful without the modernization of the aviation fleet. In order to sustain this critical support to the warfighter, Army Aviation will transform, modernize and station its units to maintain a modular, sustainable, deployable, and lethal force that can execute the full range of missions stateside and abroad.

Short Version Presentation

- **Army Aviation** is transforming to improve capabilities to meet current and future full-spectrum aviation requirements.

Medium Version Presentation

- The **Aviation Transformation Plan** considers the needed Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities analysis collected from recent operations.
- The plan restructures Army aviation warfighting units (active and reserve components) into **Combat Aviation Brigades (CABs)** ensuring the aviation units are modular, capable, lethal, tailorable and sustainable. CABs are structured into modular formations (light, medium, heavy) that allow for a "plug and play" of units into task forces organized to support a myriad of contingency operations.

Learn more:

[Restructuring Army Aviation](#)

http://www4.army.mil/aps/08_ProvideLandpower.html

http://www4.army.mil/aps/15_addendums.html



CALL TO DUTY

230 YEARS OF SERVICE TO OUR NATION

Army Vision: Relevant and Ready Landpower in Service to the Nation

Army Mission: To Provide Necessary Forces and Capabilities to the Combatant Commanders in Support of the National Security and Defense Strategies

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

Reinforce Our Centerpiece:
Soldiers as Warriors

Train Soldiers

Enhance Combat Training Centers

Grow Adaptive Leaders

Equip our Soldiers

- The Army Vision centers on producing **Soldiers** armed with the values, combat skills and mindset that enable them to serve as competent, disciplined Warriors who reflect our shared ethos.

- Our training programs, both at home stations and at our **Combat Training Centers**, are leveraging our combat experiences to **grow adaptive leaders** who are highly skilled, resilient, and able to thrive in rapidly changing environments.

- We are committed to continuing to **equip our Soldiers** with the best weapons and protection our Nation can provide – leveraging our national strength to reduce risk to our Soldiers.

- Transformation, rebalancing and proper resourcing will ensure the capabilities of the Army National Guard are immediately available to both Governors and the President for operational deployment.

“Pentathlete is an individual that can transition smoothly between events and has the right training and systems supporting them to enable him to accomplish a wide variety of missions”.

- Chief of Staff of the Army on the Soldier as Pentathlete (January 25, 2006):

Short Version Presentation

- The quality training and education coupled with Soldier experiences will exponentially enhance any materiel or organizational change we are making.
- The Army is reviewing the **Education, Training, and Assignments for Leaders** - examining all pertinent policies and programs with a view to creating military and civilian “pentathletes” able to lead effectively amidst the complexity and uncertainty of the 21st Century security environment.

Medium Version Presentation

- The Army is taking positive steps to sustain Soldier, leader and unit training development and provide stability of assignments for Soldiers and their families.
- The **Army's Rapid Fielding Initiative** enables us to efficiently and effectively deliver new equipment to 888,000 Soldiers (active and reserve component) by September 2007.
- The Army is aggressively seeking funding support for equipment modernization programs that speed state-of-the-art force protection systems and weapons to our Soldiers conducting operations worldwide.

Learn more:

[Training and equipping Soldiers](#)

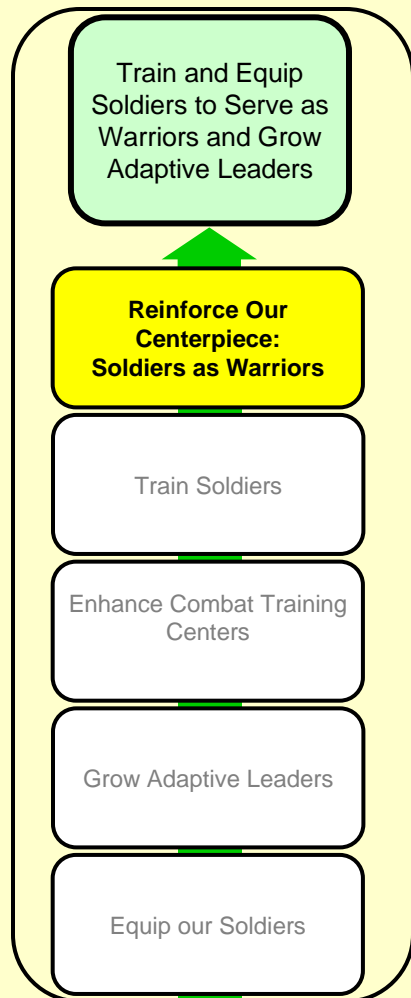
http://www4.army.mil/aps/09_TrainSoldiers.html



CALL TO DUTY
230 YEARS OF SERVICE TO OUR NATION

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

Reinforce Our Centerpiece: Soldiers as Warriors



- Our Soldiers continue to serve magnificently as we enter the fourth year of the Global War on Terrorism. They believe in their mission, the **Soldier's Creed** and the **Warrior Ethos**. As evidenced by their service, they remain committed to something far bigger than themselves.

- In Iraq and Afghanistan, our Soldiers are consistently defeating our enemies. They have created the conditions to permit free, democratic elections and to reconstruct vital infrastructure and institutions.

- Like the American Soldiers of generations past, today's Warriors are distinguishing themselves with tremendous **acts of courage and valor** in places such as Baghdad, Samarra, An Najaf, Fallujah, Tal Afar, Mosul and Khandahar.

- Our Soldiers understand the Army's values and personify our ethos, demonstrated most poignantly by their willingness to sacrifice all so that others may live in peace and freedom.

- Our Nation must remain equally committed to them by providing the capabilities and support they need to succeed in their mission.

Short Version Presentation

- In a time of profound change, the **Soldier** remains the most important element of our Army. The Soldier is the strongest link in the efforts of our Army to represent the values and ideals for which America stands.

Medium Version Presentation

- In a conflict of daunting complexity and diversity, the Soldier remains our most intelligent, lethal, and adaptable "asset."
- People remain more important than hardware, and quality more important than quantity.
- Soldiers will adapt to evolving warfare environments, yet the **Warrior Ethos** will remain at the core of their commitment to serve a nation at war. Soldiers represent America's finest attributes.

Learn more:

http://www4.army.mil/aps/10_SustainQuality.html

Army Warrior Ethos: www.army.mil/features/ethos/

Army Values: www.army.mil/fm1/figures.html

Who is the warfighter?

<http://www.army.mil/features/WhosTheWarfighter/default.html>

In their own words.....

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

Train Soldiers

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Soldiers to Serve as
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Centerpiece:
Soldiers as Warriors

Train Soldiers

Enhance Combat Training
Centers

Grow Adaptive Leaders

Equip our Soldiers

- Our continued commitment to innovative training and education led us to enhance the rigor and relevance of [Initial Military Training](#) for new Soldiers, both enlisted and officer.
- Today, every Soldier, regardless of specialty, first becomes a *Warrior*. All recruits receive advanced training on marksmanship and live fire convoy procedures.
- Current training draws from recent combat experience and emphasizes up to **39 Warrior Tasks and 9 Battle Drills** previously required only of infantry Soldiers.
- Our commitment to medical training and readiness has resulted in the highest survivability rate in military history.
- Many Soldiers are certified as combat lifesavers through extensive training. These capabilities combine with highly trained combat medics, tremendous improvements in medical evacuation and world-class field medicine to save lives every day.
- We are strong believers in life-long learning. We are using information technology to enhance Soldier and leader education in a time of war. Soldiers participate in more than 1,500 courses on-line to improve job proficiency and to work toward civilian degrees.

Short Version Presentation

- Our Soldiers must receive the finest education and training possible in order to accomplish the mission that our Nation requires.

Medium Version Presentation

- The Army will train for certainty, educate for uncertainty and continue to set the standard for training Soldiers and growing leaders.
- Training Soldiers how to think, not what to think, will promote initiative above compliance and cultivate curiosity over complacency.
- Training will accurately reflect the rigors and risks of combat: the exhausting, challenging and dangerous tasks of fighting.
- Training will produce multi-functional Soldiers who are warriors first and specialists second.
- Training will continue to instill the confidence that Soldiers require to prevail against any foe.

Learn more:

[Army Schools](#)

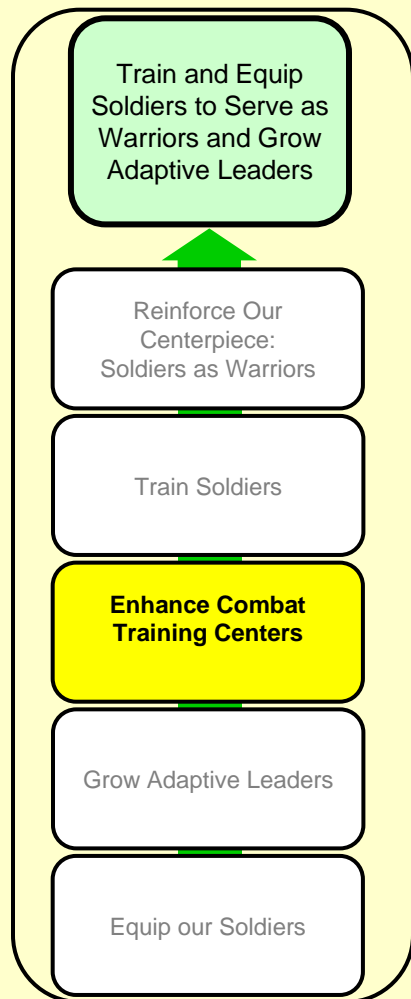
<http://www.army.mil/organization/schools.html>

[Army Training and Doctrine Command](#)

<http://www-tradoc.army.mil/index.html>

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

Enhance Combat Training Centers



- Just as we have transformed individual Soldier training, our unit training has evolved to better reflect the complexity of modern battlefields.

- **Live, Virtual, Constructive (LVC) Training Environment Integration.** The LVC Training Environment Integration is enabled by the **LVC - IA (Integrated Architecture)** which is a set of protocols, specifications, and standards that permit interoperability and integration among LVC components.

- The LVC - IA product is the multi-echelon, integrated, joint, training and mission rehearsal environment created by combining the live, virtual and constructive environments and stimulating digital **Battle Command Systems (BCS)** to train leaders, staffs, and units. Generally, the goal is to closely approximate the training environment to the operational environment for full spectrum operations.

- We are continuously improving training by providing a mix of live, virtual, and constructive training events. This cost effective approach improves Soldier and unit capabilities and links home station training to the joint team. The rigor that we are adding is reducing risk for our Soldiers by improving their pre-deployment preparation.

Short Version Presentation

- TRADOC's **Combat Training Center Program** provides highly realistic training. Features of this training regimen provide across-the-board, comprehensive education and skill-building for our Soldiers.

Medium Version Presentation

- **Combat Training Centers** are invaluable training sites, as they replicate the complex environments – urban, mountains, caves, jungles and others – in which our Soldiers are fighting. Using these world-class training facilities, every unit conducts a **Mission Rehearsal Exercise** before deploying to combat.
- These exercises feature nongovernmental organizations, contractors, media, coalition role players and hundreds of civilians on the battlefield. Similarly, our **Battle Command Training Program** uses state-of-the-art simulation techniques to replicate the realities of combat to train deploying division, corps and task force staffs to serve as joint or coalition task force operational headquarters.

Learn more:

http://www4.army.mil/aps/09_TrainSoldiers.html

[Combined Arms Center](#)

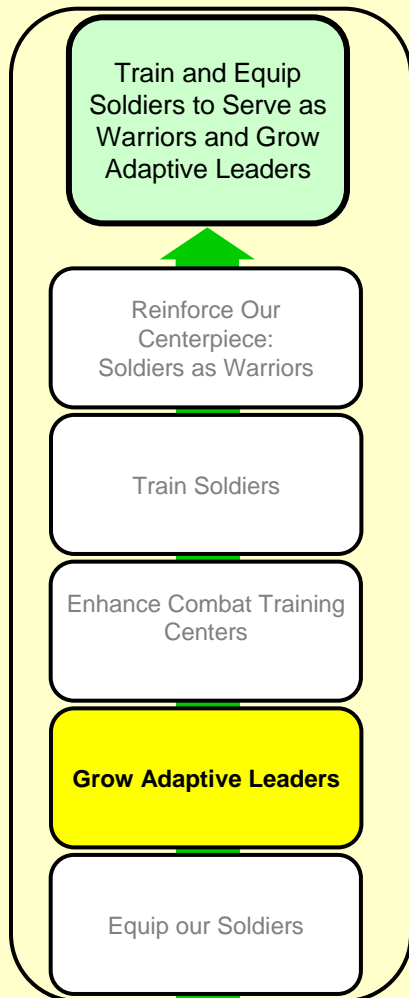
<http://usacac.army.mil/CAC/locations.asp>

[Combat Training Centers](#)

<http://usacac.army.mil/CAC/functions/combattraining.asp>

Train and Equip Soldiers to Serve as Warriors and Serve as Adaptive Leaders

Grow Adaptive Leaders



- The complexity of the 21st century security environment is placing increasingly greater requirements on Army leaders at all levels. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas and in peace enforcement operations around the world, the actions of individual Soldiers and leaders can have strategic consequences.
- To be effective, we are developing a new breed of leader — one more akin to a **pentathlete** who is capable of multiple roles and functions; able to rapidly transition between complex tasks with relative ease.
- The future environment will demand that Army leaders at all levels be multi-skilled, innovative, agile, and versatile. The Army is continuing to evolve its training and education systems to grow adaptive civilian and military leaders who are comfortable in leading during times of change and uncertainty.
- Recognizing that intellectual change precedes physical change, we chartered a task force to **Review Education, Training and Assignments for Leaders (RETAL)**. This task force, now six months underway, is drawing upon the ideas and experiences of the finest leaders inside and outside of the Army. The task force will recommend changes to assess and improve all Army education, training and assignment processes with a view to producing pentathletes.

Short Version Presentation

- We have undertaken a major review of how we train, educate, assign, and develop our military and civilian leaders to ensure that our Soldiers are well led and well supported as they deal with complex and uncertain scenarios today and into the future.

Medium Version Presentation

- We have improved our leader education programs while at war. In the **Army War College** and in all of our **schools, training centers and doctrine development** positions, we are placing recently returned veterans into key positions to enhance the relevance of the education and training we provide.
- We are executing a carefully constructed and balanced equipping strategy that solves shortfalls and resources the Army Modular Force, both in the Active and Reserve Components.
- In addition to our standing schools and courses, we are also moving to fully implement a new **Basic Officer Leader Course (BOLC)**. Consistent with our *Warrior First* approach, this tough, standardized, small-unit leadership experience is ensuring that all junior officers, in all of our branches, master the skills they will need to lead in combat.

Learn more:

http://www4.army.mil/aps/09_TrainSoldiers.html

TRADOC: <http://www-tradoc.army.mil/index.html>

TRADOC Schools: <http://www-tradoc.army.mil/schools.htm>

RETAL Report:



CALL TO DUTY
230 YEARS OF SERVICE TO OUR NATION

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Equip our Soldiers

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Soldiers to Serve as
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Reinforce Our
Centerpiece:
Soldiers as Warriors

Train Soldiers

Enhance Combat Training
Centers

Grow Adaptive Leaders

Equip our Soldiers

- The Army has fielded more than 750,000 sets of **Individual Body Armor** worldwide. Fielding to deployed Soldiers is complete.
- The Army will complete in theater fielding of an enhanced version of **Small Arms Protective Inserts (SAPI)** which provides increased ballistic protection in Mar 06.
- The Army has provided more than 36,000 armored wheeled vehicles to the AOR; more than 11,000 **Up-Armored HMMWVs** and more than 25,000 trucks with factory-designed and manufactured armor kits.
- A similar program to increase Soldier capabilities is the **Rapid Fielding Initiative (RFI)**. The Army has issued 520,000 sets of commercial off-the-shelf technology to provide Soldiers increased survivability (ex. Advanced Combat Helmet), lethality (ex. improved carbine optics), and mobility (ex. knee pads) capabilities. This program provides 19 force protection items for our Soldiers.
- The Army is utilizing the **Rapid Equipping Force (REF)** to better protect our Soldiers. REF works in partnership with industry, academic and military leaders to support Soldier needs as quickly as possible.
- Two key **Army Modernization** programs are efforts to reduce the number of Tank / Bradley variants in the force and modernizing the Tactical Wheeled Vehicle fleet many of which are aging.
- The Army has fielded 1,364 **Strykers** to newly formed Brigade Combat Teams and deployed them in support of OIF/OEF. Strykers continue to maintain a superb 94% operational ready rate in the theater. More than 5 million miles were driven by the first two deployed Stryker Brigades.
- The Army supports numerous initiatives identified by the Joint IED Defeat Organization.

Short Version Presentation

- Protecting our Soldiers continues to be our highest priority. With great support from the Congress, the Department of Defense and the President, we have delivered more than 36,000 up-armored vehicles to combatant commands

Medium Version Presentation

- Maintaining full funding support for equipment modernization programs that accelerate state-of-the-art force protection systems and weapons to our Soldiers is critical to success in the global war on terrorism.
- We continue to contribute to the **Joint Organization** organized to defeat our adversaries' use of improvised explosive devices (IED).

Learn more:

http://www4.army.mil/aps/09_TrainSoldiers.html

CSA Remarks

<http://www.army.mil/leaders/leaders/csa/speeches/20051004.html>

PEO Soldier

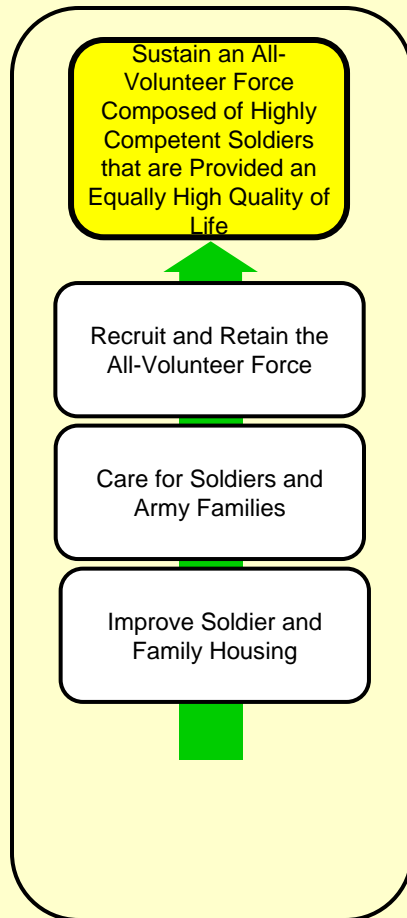
<https://peosoldier.army.mil/>

Equip our Soldiers – Operations

<http://www.army.mil/operations/>

Army Vision: Relevant and Ready Landpower in Service to the Nation

Army Mission: To Provide Necessary Forces and Capabilities to the Combatant Commanders in Support of the National Security and Defense Strategies



- We owe our success to the versatile young Americans who answer the **Call to Duty**.
- This is the first time in our modern history that the Nation has tested the concept of an All Volunteer Force during a prolonged war.
- We are executing a full range of initiatives and incentives to **Recruit and Retain** high caliber citizens to man our active, reserve and civilian ranks.
- **Caring for Soldiers and Army families** through tangible quality of life programs provides a sense of belonging and sustains motivation for continued service.
- **Improving Soldier and Family Housing** reflects our commitment to providing a quality of life that matches the quality of our Soldiers' service to the Nation.

Short Version Presentation

- We are committed to recruiting and retaining high quality Soldiers while caring for them and their families and providing a quality of life that matches the quality of our Soldiers' service to the nation.

Medium Version Presentation

- For more than 230 years, the success of our Army is a result of those who have answered the Call to Duty and committed to serve their nation. To continue this success we are committed to recruiting and retaining quality Soldiers, caring for our Soldiers and their families and improving the quality of life for our Soldiers and their families.
- Our initiatives and incentives will aid and support those who continue to serve.

Learn more:

http://www4.army.mil/aps/10_SustainQuality.html

[All-Volunteer Force/Caring for families](#)

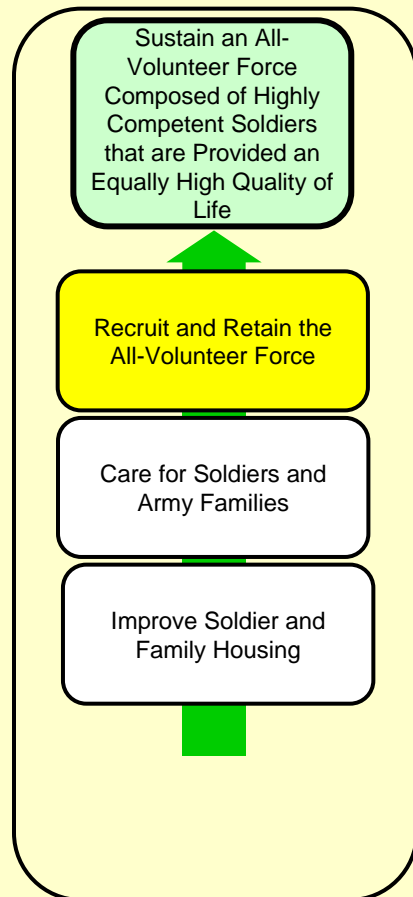
<http://www.army.mil/aps/05/quality.html>

[Family Programs](#)

<http://www.army.mil/wellbeing/family.html>

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life

Recruit and Retain the All-Volunteer Force



- We have maintained our **All-volunteer Army** by recruiting dedicated, high quality Soldiers and then retaining them well beyond their initial obligations.
- While the recruiting environment for America's young men and women is competitive, we will not compromise standards as we temporarily increase the size of the Army by 30,000 Soldiers.
- To achieve success this year we have expanded advertising, increased both the active and reserve age limits and added numerous **incentive programs**, such as the new \$40,000 active Army maximum cash enlistment bonus and \$20,000 maximum for the Army Reserve.
- We initiated a referral program to involve the total Army in recruiting. Soldiers can earn **\$1,000 for each referral** they make that results in an Army referral who enlists and completes BCT and AIT.
- The Army is retaining Soldiers at exceptionally high levels. Since 2002, while fighting the war on terrorism, we have exceeded our combined Army retention goals each year.
 - 2005 exceeded our goal by more than 6%
 - Reenlisted 66% of eligible Soldiers.
 - Half of those who reenlisted did so during their first term.
- The continued support of spouses, parents, veterans and the employers of our reserve component Soldiers plays a huge role in recruiting and retaining the All-Volunteer Force. In May 2005, to recognize the role and contributions of key influencers in our society, we established the **Freedom Team Salute Program**. To date, we have received requests to commend almost one million spouses, parents, veterans and civilian employers.

Short Version Presentation

- Our Army is focused on recruiting and retaining quality Soldiers while maintaining the support of our valued spouses, parents, veterans and civilian employers.

Medium Version Presentation

- Soldiers value the tradition of service to the Nation and appreciate the opportunity to contribute in a meaningful way.
- We are confident that our efforts, reinforced by the Nation's support, will result in meeting our recruiting goals for 2006.
- In a time of war and a high operational pace, the current retention success is indicative of the high quality of leadership that our Soldiers experience in their units.
- We feel that the support of spouses, parents, veterans and civilian employers has a direct effect on the pride and morale of each of our Soldiers.

Learn more:

http://www4.army.mil/aps/10_SustainQuality.html

Freedom Team Salute

<https://secureweb.hqda.pentagon.mil/ftspublic/>

Recruiting Homepage

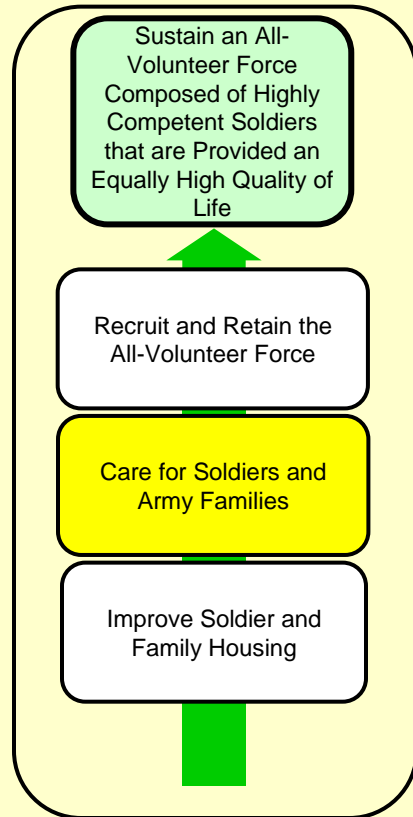
<http://www.goarmy.com/flindex.jsp>

ARNEWS articles

http://www4.army.mil/ocpa/read.php?story_id_key=8480

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life

Care for Soldiers and Army Families



- We are continuing to work to ensure Soldiers and their families receive the care that they require. Caring for families plays a vital role in sustaining national commitment to serve and requires both the attention of leaders and the application of resources.
- **Army Well-Being** programs provide leaders with a variety of opportunities to care for Soldiers and families. The comprehensive well-being framework allows us to focus resources, measure success and address the needs of an Army at war through numerous quality of life functions.
- **Virtual Family Readiness Groups** were established to assist Family Support and Readiness Groups at all levels and regardless of component.
- Child care programs on installations and in communities that have deployed Army National Guard and Army Reserve units have been expanded.
- Through our **Army Spouse Employment Partnership** program we have placed over 11,000 spouses in positions with major corporations and state and federal agencies.
- A school transition program is in development for those families and communities affected by the Base Realignment And Closure decisions.
- We are continuing to look for ways to improve health care for our Soldiers and families and have developed the **U.S. Army Wounded Warrior Program** to provide sustained health care for our severely wounded Soldiers.

Short Version Presentation

- The Army is committed to applying resources and leadership to ensure we take care of our Soldiers and their families. We have made improvements to **Army Well-Being Programs**, **Family Readiness Group Support** and **Health Care** in order to ensure we are meeting the needs of our Soldiers and families.

Medium Version Presentation

- Our objective is to sustain the fighting strength of an Army at war while providing for the individual needs of Soldiers and families.
- In an effort to support families of deployed Soldiers we have developed **Virtual Family Readiness Groups**, a new **Deployment Cycle Support Program** and expanded **Child and Youth Services Programs**.
- These initiatives along with the continued medical support provided to our Soldiers will help to meet the needs of our Soldiers and their families.

Learn more:

Army Well-being: <http://www.army.mil/wellbeing/>
Army Posture Statement (P. 19):
http://www4.army.mil/aps/10_SustainQuality.html

Family Programs Remain Army Priority
www.MyArmyLifeToo.com

Army Implementing Virtual Family Readiness Groups
www.armyfrg.org

Spouse Employment Partnership Program
www.msjs.org

National Guard Bureau Family Programs
www.guardfamily.org



CALL TO DUTY
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Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life

Improve Soldier and Family Housing

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life

Recruit and Retain the All-Volunteer Force

Care for Soldiers and Army Families

Improve Soldier and Family Housing

"In the near term that means we must meet our fundamental responsibilities of recruiting, organizing, training, equipping, sustaining, and developing Soldiers and leaders. As the Chief has frequently said, Soldiers are the centerpiece of our formations. I could not agree more. As the Secretary of the Army, my top priority will be the well being of Soldiers and their families. There is no more important aspect of our effort to win the Global War on Terrorism than taking care of our people." Secretary of the Army Francis J. Harvey, December 2004

The Army is committed to providing quality housing for our Soldiers. Housing for single, married, and transient Soldiers has made significant progress as a result of the **Barracks Modernization Program**, the **Residential Communities Initiative (RCI)**, and the **Transient Housing (Lodging) privatization initiative (PAL)**.

The **Barracks Modernization** program aims to improve substandard living conditions across our installations.

- Committed 250 million in FY05 as part of an immediate Barracks Improvement Program.
- Have funded thru FY06 modernization of 85% of the barracks; remaining 15% funded through 2009.
- Modernizing 45% of barracks for new recruits at training centers by 2011.
- Providing supplemental funding (FY05) to build three battalion-sized barracks to assist with the AC and RC transient collective training requirements – training away from home base.

The **Residential Communities Initiative** plans to provide better family housing for our Soldiers. RCI is critical to the Army's goal to fund programs and award projects by 2007 to eliminate inadequate family housing in the United States, and allows the Army to leverage appropriated funds to achieve and sustain adequate housing for the long term more economically than using traditional military construction appropriations.

- Privatized 64,000 homes at 27 installations toward the goal of 82,500 at 43 installations.
- Leveraging scarce resources/houses to obtain private sector expertise/capital to improve housing at a faster rate.
- At the first 27 installations, \$562M Army investment = \$8.44B in initial private sector construction/renovations.
- By 2010, more than 90% of Army housing in the U.S. will be privatized.

The **Transient Housing (Lodging) privatization initiative (PAL)** program, using the competitive process, will determine the most efficient strategy to overcome the \$1B+ revitalization backlog and provide for the long-term sustainment of transient lodging facilities. Through the **PAL** program, all transient lodging throughout CONUS, Alaska, Hawaii, and Puerto Rico will be revitalized with projected completion by 2014.

A quality of life that matches quality of service to the nation.

Short Version Presentation

- Improved housing, in barracks and quarters, provides Soldiers and families with a quality of life that recognizes their service to the Nation.

Medium Version Presentation

A quality of life that matches quality of service to the nation. Improvements to housing for single, married, and transient Soldiers have a positive, enduring effect on Soldiers' morale, and contribute immeasurably to our ability to sustain our volunteer force.

- The **Barracks Modernization Program**, **Residential Communities Initiative**, and **Lodging Privatization Initiative** have allowed us to make significant improvements to the quality of housing for our Soldiers.
- With funding to support these programs and others it will be possible to provide an improved overall quality of life for our Soldiers and thus continue to sustain the All-Volunteer Force.

Learn more:

Army Posture Statement

http://www4.army.mil/aps/10_SustainQuality.html

Army Barracks Modernization Program

http://www.army.mil/aps/06/maindocument/Text_SustainQuality.html

The Army's Residential Communities Initiative (RCI)

<http://rci.army.mil/>

The Army's Transient Housing Privatization Initiative (PAL)

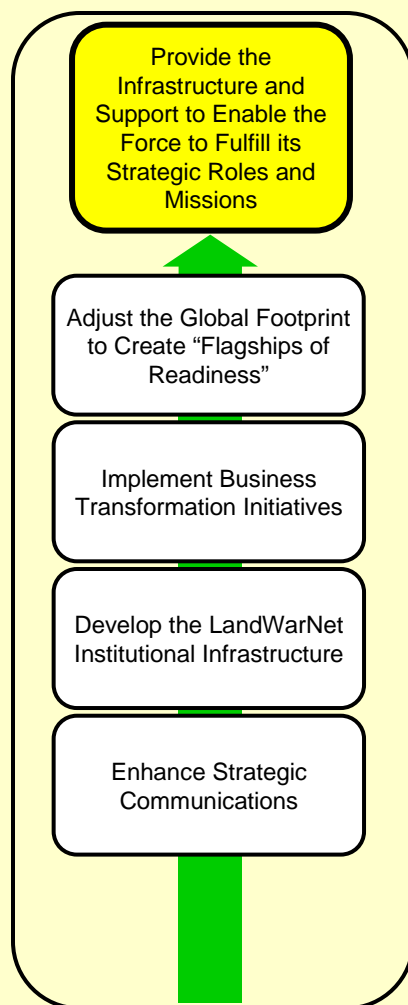
<http://www.pal.army.mil>



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- The Army infrastructure plays a vital role in supporting the Joint Force. We are adjusting our global footprint to improve readiness at each of our installations and enhance responsiveness of our force.
- To free resources for more compelling operational needs, we are reviewing and reengineering our business processes.
- We are completely transforming our infrastructure, consisting of installations, depots and arsenals – and the information network that connects them – to reflect the deployment requirements and global commitments of the 21st century security environment, while becoming dramatically more efficient.
- The Army Strategy for the Environment has eight goals to achieve Sustainable Installations by balancing mission, community, and the environment.
- **Base Realignment and Closure (BRAC)** Army BRAC recommendations are linked inextricably to the Army Future Force initiatives. BRAC provides the primary mechanism and basis for locating our forces on installations that facilitate rapid deployment in support of global requirements against potential adversaries who threaten our security.
- **Global Force Posture** The objective is to increase strategic responsiveness while decreasing its overseas footprint and exposure. As part of a larger Department of Defense program, these adjustments will have a fundamental impact on our facilities and our ability to surge forces when needed.
- **Medical Infrastructure** A medical infrastructure tailored to the medical readiness requirements of each Installation ensures that the Army can provide Combatant Commanders with fit and ready Soldiers who can withstand the rigors of future battlefields.

Short Version Presentation

- Support to execute a carefully synchronized plan to achieve a new global basing posture while fulfilling the requirements of the **National Military Strategy**.

Medium Version Presentation

- Support for funding and authorities for **Army Business Transformation** initiatives to achieve targeted efficiencies through management reform, Institutional Army adaptation, and reengineered business practices.
- These initiatives will free human resources and financial resources for more compelling operational needs and to accelerate other aspects of our transformation.
- Maintain communication about 2007 budget to ensure infrastructure funding to meet requirements in accordance with the **Army Modular Force Initiative, Base Realignment and Closure, Integrated Global Presence and Basing Strategy**, and other Department of Defense guidance.

Learn more:

Army Posture Statement:

http://www4.army.mil/aps/11_ProvideSupport.html

Global Force Posture

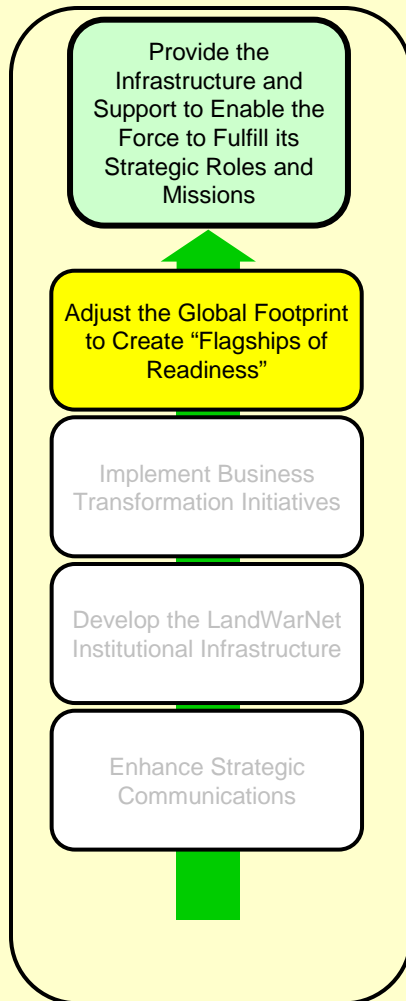
http://www4.army.mil/aps/15_addendums.html

Army BRAC:

<http://www.hqda.army.mil/accsim/brac/braco.htm>

Provide the Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions

Adjust the Global Footprint to Create “Flagships of Readiness”



- In 2007, we will reposition major elements of our operational force while establishing the environmental foundation and initiating the renovation and construction needed to reposition schoolhouses, headquarters and other support activities.

- Stationing requires balancing military, economic and strategic necessities to determine the scope and timing of closures, consolidations, construction, renovation, unit activations and unit deactivations. We have scheduled all of these activities to occur in ways that will enhance the flow of forces to and from current global commitments.

- The Army is repositioning its ground forces to meet a unit rotation model that is synchronized to Army Force Generation (ARFORGEN) processes. These efforts include Army support of **Base Realignment and Closure (BRAC)** and **Integrated Global Presence and Basing Strategy (IGPBS)**.

- We will station forces in the United States based on the critical factors of training resources and power projection.
- Europe and the Pacific: we will maintain smaller forward-presence forces while stationing more agile and expeditionary forces to respond to contingencies.
- Middle East and elsewhere: we will maintain rotational presence while eliminating many of our permanent bases

- Our plan and BRAC decisions will help reduce overhead costs by streamlining the installation staffs, contract support and infrastructure that will support units and activities at their new locations.

- Sustainable Installations = getting the right balance of mission, community, and the environment.

Short Version Presentation

- The Army is moving units and transforming installations to create flagships of readiness through an effort that we call “**Stationing**.”

Medium Version Presentation

- The quality of our installations remains critical to accomplishing our mission. A plan has been developed integrating **Base Realignment and Closure** decisions, **Integrated Global Presence and Basing Strategy** plan, and **Modular Force Initiative**.
- Our stationing effort will help achieve the Army Vision by posturing our forces, logistics activities and power projection infrastructure to better respond to the demands of a complex, uncertain future as efficiently and effectively as possible.
- We are exploiting this opportunity to become more efficient and more effective as we implement our stationing plan.

Learn more:

Flagships of readiness

http://www4.army.mil/aps/11_ProvideSupport.html

Army BRAC:

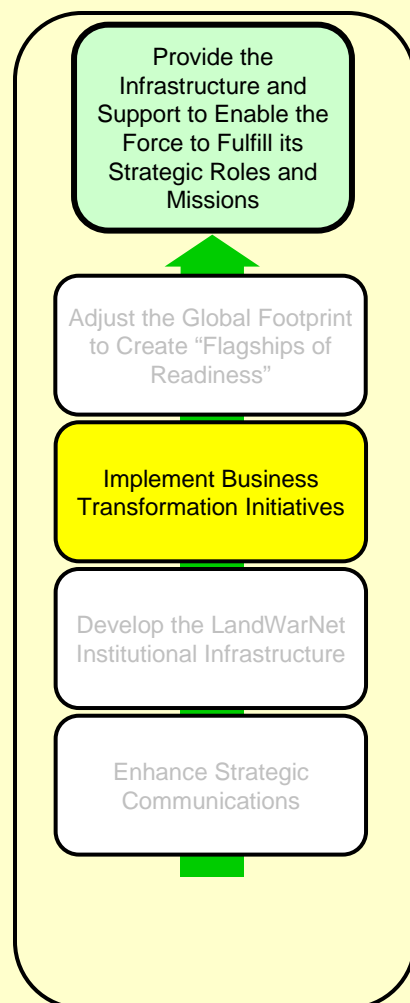
<http://www.hqda.army.mil/accsim/brac/braco.htm>



CALL TO DUTY
230 YEARS OF SERVICE TO OUR NATION

Provide the Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions

Implement Business Transformation Initiatives



- Successful business transformation is essential to the long-term health of the Army because it will free up financial resources that can be applied to the warfighter.

- We are reengineering our business processes to *achieve greater efficiency, improve quality, decrease cycle time and reduce cost.*

- We are applying the **Lean Six Sigma** methodology to all of our business, resourcing, management and acquisition processes to become more effective, improve quality, reduce cycle time and achieve cost reductions.

- Desired Effects of Business Transformation:

- Maximizing return on taxpayers' dollar
- A culture that drives costs down vs. driving budgets up. ... "Defending the Nation is more important than defending the budget"
- A fundamental change in how the Army does business.
- A culture of continuous improvement.
- Significant reductions in cost and cycle time.
- Quality improvements.
- What get measured gets done.

- "The institutional activities that generate relevant and ready forces are the "business" end of our Army. In order to provide responsive, innovative, and efficient institutional support, we must dedicate ourselves to "transforming the way we do business." To achieve this goal, improve effectiveness, and identify the efficiencies that will free human and financial resources to better support operational requirements, we can learn much from civilian business practices." Secretary of the Army Francis J. Harvey, December 2004

Short Version Presentation

- Business Transformation Vision. Transformed business processes and functions in the Army to provide: improved Value, Quality, and Responsiveness for our customers while reducing Cycle Time and Cost accomplished by an innovative culture of Continuous, Measurable Improvement.

Medium Version Presentation

- To implement our **Business Transformation Initiatives** we are reengineering our business processes to achieve greater efficiency, improve quality, decrease cycle time and reduce cost across the Army.
- In order to accomplish this we are utilizing the methodology of Lean Six Sigma which has already produced a marked improvement in manufacturing and repair processes at our depots within the **Army Materiel Command**.
- Other key aspects of Business Transformation include: **Information Management Systems Portfolio Management, Institutional Army Adaptation and Business Initiative Councils.**

Learn more:

Business Transformation

http://www4.army.mil/aps/11_ProvideSupport.html

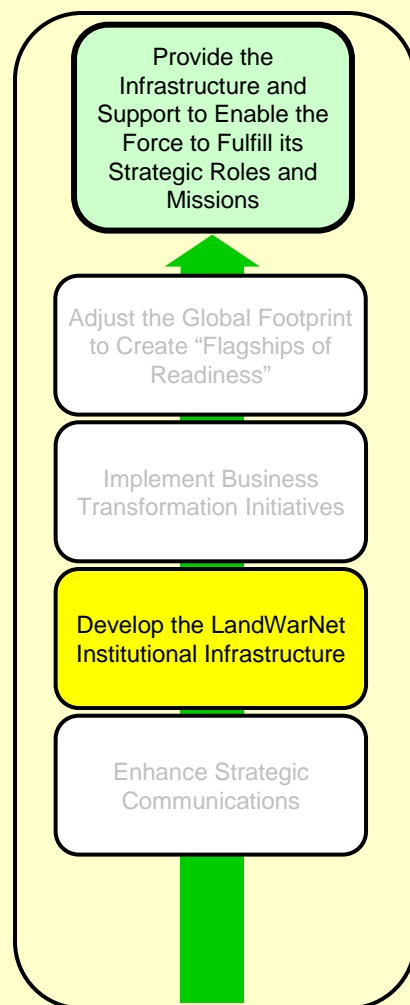
<http://www.army.mil/aeioo/SASABT/index.htm#1>

Lean Six Sigma

<http://www.amc.army.mil/lean/page.aspx?id=0>

Provide the Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions

Develop the LandWarNet Institutional Infrastructure



- **LandWarNet** is a part of our information technology infrastructure that will enable operational forces' to "reach back" for data, such as repair part visibility, innovations, improving our ability to manage business operations and to enable deployed formations to "reach back" for intelligence and other support.
- The Army's Chief Information Officer has planned, developed, and implemented the construction and operation of the LandWarNet infrastructure while connecting to the Global Information Grid.
- The **Global Information Grid** (GIG) is a globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand to warfighters, policy makers, and support personnel. The GIG supports all Department of Defense (DOD), National Security, and related Intelligence Community missions and functions (strategic, operational, tactical, and business) in war and in peace.
- **LandWarNet** is the Army's portion of the GIG. A combination of infrastructure and services, it moves information through a seamless network and enables the management of warfighting and business information. LandWarNet will enable voice, video, and data to the edge of the tactical formations — ultimately pushing these capabilities lower and lower into our Modular Army's Brigades, Battalions, and Soldiers. This will create unprecedented levels of flexibility and agility for logistical support, actionable intelligence, and situational awareness, and for quality and speed of decision-making for enhanced Battle Command across the full spectrum of conflict (land and cyberspace) and support to natural disasters.

Short Version Presentation

- The Army's portion of the **Global Information Grid**, LandWarNet is both infrastructure and services. It moves information through a seamless network to better support our combat forces and the institutional structures that generate them.

Medium Version Presentation

- **LandWarNet** will provide the Army an infrastructure that will improve our ability to manage operations and enable reach back capabilities for intelligence and other support. These initiatives are integrated with:
 - **Base Realignment and Closure (BRAC)**
 - **Implement Integrated Global Presence and Basing Strategy (IGBPS)**
 - **Global Force Posture**
 - **Medical Infrastructure**

Learn more:

LandWarNet (p.23)
http://www4.army.mil/aps/11_ProvideSupport.html

LandWarNet
<http://www.military-training-technology.com/article.cfm?DocID=453>

http://www4.army.mil/aps/15_addendums.html

Provide the Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions

Enhance Strategic Communication



- The Army must keep the American people informed. Hence, strategic communication is a critical process to the Army's interaction with the American people.

- The guiding principle of the Army communication strategy:

"For every message, many voices."

It is the individual responsibility of each Soldier and civilian employee of the Army to know the Army's key messages and carry these messages to every conceivable audience.

- The "Enhance Strategic Communication" objective includes all of the traditional missions and functions of **Army Public Affairs**, but seeks to horizontally integrate communication plans across the Army Staff and to reach all Army stakeholders. Army Public Affairs leads ARSTAFF strategic communication efforts in concert with the EOH Staff Group, the Office of the Chief of Legislative Liaison and the Army Budget Liaison Office. Traditional missions and functions:

- 1) Keeping all Army stakeholders, including Congress, the American people and the Army informed
- 2) Helping establish the conditions that lead to continued confidence in America's Army and its readiness to conduct operations in peacetime, conflict, and war
- 3) Conveying Army Strategic themes and messages to internal and external audiences
- 4) Engaging external decision makers and opinion leaders;
- 5) Engaging local communities in your master planning and Installation Sustainability program and projects.
- 6) Assessing and adjust themes, messages and methods as required in order to have the Army's relevance and direction clearly understood and supported.

- Plans and opportunities for communication with stakeholders shall employ all available version and media available, including: print, electronic, direct, web-based, radio-television, second and third party, etc.

- Senior Army leaders play the key role in communicating Army priorities to Army Stakeholders. (See Senior Army Leader Engagement Matrix)

- It is the individual responsibility of each and every Soldier to deliver outreach to Soldiers, all stakeholders and the Public. This outreach shall be amplified with successful themes and campaigns such as:

***Call to Duty
Operation Tribute to Freedom
Freedom Team Salute
America Supports You***

Use the worldwide information domain to communicate and amplify all types of *tactical* activity to achieve *strategic* outcomes favorable for our Soldiers, units, Army, and Nation.

Short Version Presentation

Strategic communication is a critical element of the Army posture and:

- informs all audiences of Army activities, issues and needs
- uses a variety of methods to engage in communication
- promotes understanding and engenders support for the Army, Soldiers and the Nation.

Medium Version Presentation

Key premises of planning for the strategic objective of "Enhance Strategic Communication" are:

- Everything that the Army does to accomplish its mission occurs within today's Global Information Environment.
- Perceptions of Our Army, its contributions to the joint force, and how it conducts its operations can be as important to the nation's success as actual combat.

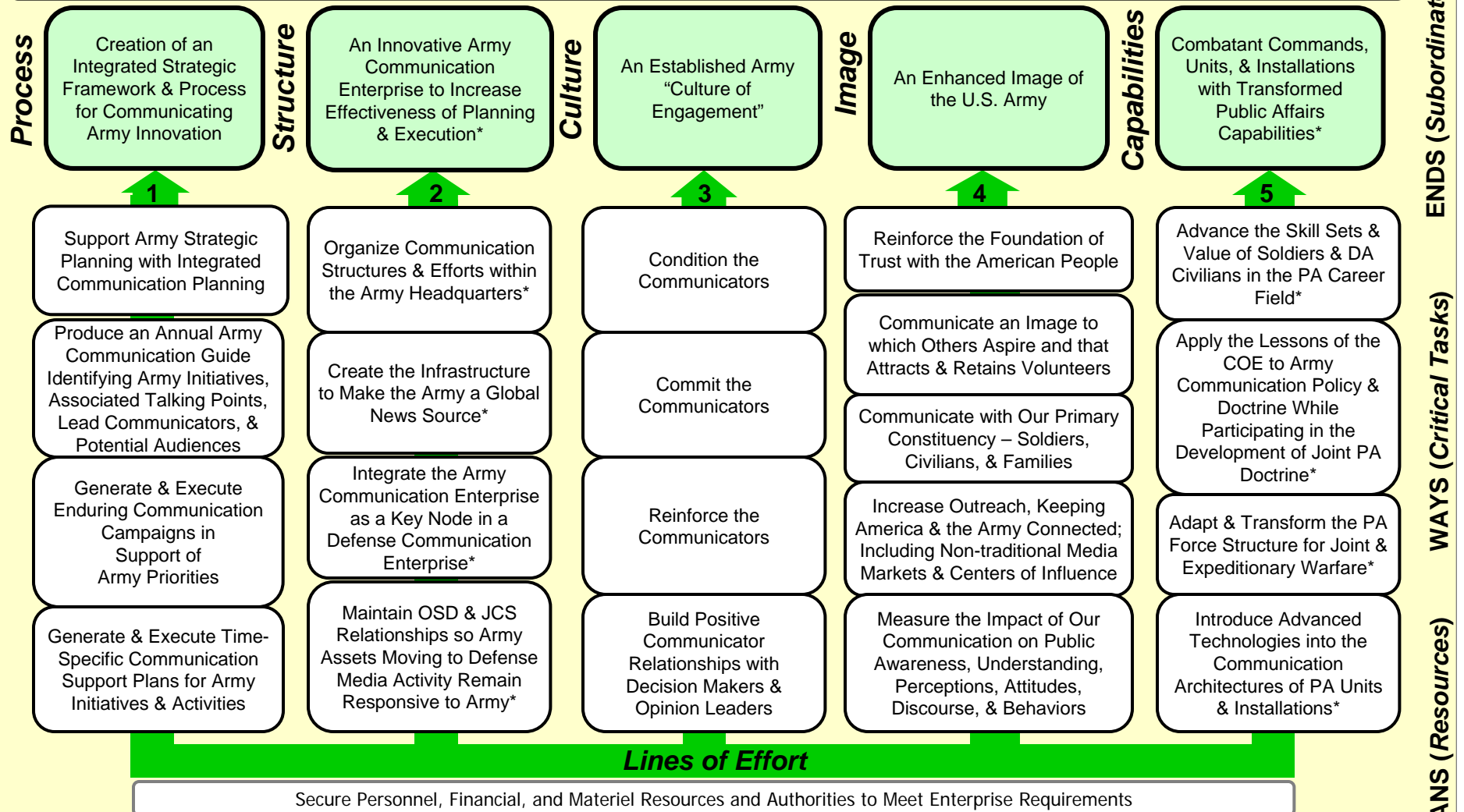
Learn more:

www.army.mil
www.army.mil/calltoduty
<http://www4.army.mil/outreach/index2.html>
www.americasupportsyou.mil
<http://freedomteamsalute.army.mil>
www.army.mil/otf

Enhance Strategic Communication Strategy Map

Enterprise Vision: *THE mechanism for channeling the communicative energy of the entire Army*

Enterprise Mission: *To guide the Army's communication efforts to achieve the awareness, understanding & advocacy needed to attract & retain quality Soldiers, maintain public support & resource the Army*



*Indicates that the subordinate objective or critical task will likely be affected by BRAC Commission decision to consolidate internal communication assets into a joint delivery system as of 1 OCT 06, create the Defense Media Activity (DMA) and reorganize the defense communication enterprise.

Introduction: Engagement Matrix for Senior Army Leaders

- ★ Engagement with the public is a responsibility of all Soldiers and civilian employees.
- ★ The following two pages display the many audiences that should be engaged by the Army's Senior Leaders. It shows the network of critical contact with audiences, and is displayed in concert with the initiatives listed on the Army Strategy Map and further detailed in Section 6 of this Army Communication Guide.

➡ See: [Sample Senior Leader Engagements \(Page 49\)](#)

- ★ Each Army Senior Leader Direct Report is expected to engage in Army Outreach with following activity and frequency per quarter:

★ 3 Outreach Events:

(Non-military audiences)

★ 2 External Media Engagements:

(Commercial media news organizations; print, broadcast, web)

★ 1 Internal Media Engagement:

(Army News Service, Army.mil Website, Army Broadcast Network, Local Installation Newspapers, *Soldiers Magazine*, etc.)

ENGAGEMENT MATRIX FOR SENIOR ARMY LEADERS

AUDIENCES

Strategic Initiative	Congress	DoD	Bus. Ldrs	Army	Defense Industry	Media	Defense Analysts	Academia	Veterans	Civic Leaders	General Public
Current Global Operations	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>FM&C</u> , <u>CLL</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>FM&C</u>	<u>CSA</u> , <u>VCSA</u> , <u>FM&C</u> , <u>FRSCOM</u>	All Army Leaders	<u>VCSA</u> , <u>G3</u> , <u>G8</u> , <u>FORSCOM</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>G8</u> , <u>FORSCOM</u> , <u>CPA</u>	<u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>G8</u> , <u>CPA</u> , <u>FORSCOM</u>	<u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>G8</u> , <u>FORSCOM</u>	<u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>G8</u> , <u>FORSCOM</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>FORSCOM</u>	All Army Leaders
Modular Force Initiative	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>FM&C</u> , <u>CLL</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u>	<u>CSA</u> , <u>VCSA</u> , <u>FM&C</u> , <u>FORSCOM</u>	All Army Leaders	<u>SA</u> , <u>USA</u> , <u>G3</u> , <u>TRADOC</u> , <u>FORSCOM</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>CPA</u> , <u>TRADOC</u> , <u>FORSCOM</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>G8</u> , <u>CPA</u> , <u>FORSCOM</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>USA</u>	<u>SA</u> , <u>CSA</u> , <u>SMA</u> , <u>VCSA</u> , <u>G3</u> , <u>G8</u> , <u>FORSCOM</u> , <u>TRADOC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>TRADOC</u>	All Army Leaders
Land War Net Capability	<u>FM&C</u> , <u>G6</u> , <u>G8</u> , <u>CLL</u>	<u>FM&C</u> , <u>G6</u> , <u>G8</u>	<u>SA</u> , <u>G6</u> , <u>G8</u>	<u>VCSA</u> , <u>G3</u> , <u>G6</u> , <u>G8</u>	<u>G6</u> , <u>G8</u>	<u>G6</u> , <u>G8</u> , <u>CPA</u>	<u>G6</u> , <u>G8</u> , <u>CPA</u>	<u>G6</u> , <u>G8</u>	<u>G6</u> , <u>G8</u>	<u>G6</u> , <u>G8</u>	<u>G6</u> , <u>G8</u>
Execute Major Acquisition (FCS) & Modernization	<u>SA</u> , <u>CSA</u> , <u>ASA</u> (ALT), <u>FM&C</u> , <u>G8</u> , <u>CPA</u>	<u>CSA</u> , <u>ASA</u> (ALT), <u>FM&C</u> , <u>G8</u>	<u>SA</u> , <u>CSA</u> , <u>ASA</u> (ALT), <u>FM&C</u> , <u>G8</u>	All Army Leaders	<u>SA</u> , <u>ASA</u> (ALT), <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>AMC</u> , <u>ASA</u> (ALT), <u>G3</u> , <u>G8</u> , <u>CPA</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>CPA</u> , <u>ASA</u> (ALT), <u>G3</u> , <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>ASA</u> (ALT), <u>G3</u> , <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>ASA</u> (ALT), <u>G3</u> , <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>ASA</u> (ALT), <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>ASA</u> (ALT), <u>G8</u> , <u>AMC</u>
Restructure Army Aviation	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>CPA</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>ASA</u> (ALT)	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>TRADOC</u> , <u>ASA</u> (ALT)	<u>SA</u> , <u>CSA</u> , <u>VC</u> , <u>SA</u> , <u>SMA</u> , <u>AS</u> , <u>A</u> (ALT), <u>G3</u> , <u>G4</u> , <u>TRADOC</u>	<u>SA</u> , <u>USA</u> , <u>CSA</u> , <u>VCSA</u> , <u>TRADOC</u> , <u>ASA</u> (ALT)	<u>SA</u> , <u>USA</u> , <u>CSA</u> , <u>VCSA</u> , <u>ASA</u> (ALT), <u>TRDC</u> , <u>CPA</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>CPA</u> , <u>TRADOC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>TRADOC</u> , <u>ASA</u> (ALT)	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>TRADOC</u> , <u>G3</u> , <u>G8</u>	All Army Leaders	All Army Leaders
Soldiers as Centerpiece	All Army Leaders, <u>CLL</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u>	<u>SA</u> , <u>USA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>TRADOC</u>	All Army Leaders	<u>SA</u> , <u>VCSA</u> , <u>TRADOC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>TRADOC</u> , <u>CPA</u>	<u>SA</u> , <u>CSA</u> , <u>SMA</u> , <u>TRADOC</u> , <u>CPA</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>TRADOC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>TRADOC</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>TRADOC</u> , <u>G3</u>	All Army Leaders
Train Soldiers	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>CDRs</u> , <u>CLL</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u>	<u>CSA</u> , <u>VCSA</u> , <u>G3</u> , <u>TRADOC</u>	All Army Leaders	<u>CSA</u> , <u>VCSA</u> , <u>G3</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>TRADOC</u> , <u>CPA</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>TRADOC</u> , <u>CPA</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>TRADOC</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>TRADOC</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G3</u> , <u>TRADOC</u>	All Army Leaders
Enhance Combat Training Centers	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>CLL</u> , <u>FM&C</u> , <u>I&E</u> , <u>ACSIM</u> , <u>G3</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>FM&C</u> , <u>I&E</u> , <u>ACSIM</u> , <u>G3</u>	<u>VCSA</u> , <u>FM&C</u> , <u>I&E</u> , <u>ACSIM</u> , <u>G3</u>	<u>CSA</u> , <u>VCSA</u> , <u>I&E</u> , <u>ACSIM</u> , <u>G3</u>	<u>VCSA</u> , <u>I&E</u> , <u>ACSIM</u>	<u>VCSA</u> , <u>I&E</u> , <u>ACSIM</u> , <u>CPA</u>	<u>VCSA</u> , <u>I&E</u> , <u>ACSIM</u> , <u>CPA</u>	N/A	<u>VCSA</u> , <u>G3</u>	Local Army Leaders	Local Army Leaders
Grow Adaptive Leaders	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G1</u> , <u>G3</u> , <u>CLL</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>G1</u> , <u>G3</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u>	All Army Leaders	All Army Leaders	All Army Leaders	<u>SA</u> , <u>USA</u> , <u>CSA</u> , <u>VCSA</u> , <u>G1</u> , <u>G3</u> , <u>CPA</u>	<u>SA</u> , <u>CSA</u> , <u>G1</u>	All Army Leaders	All Army Leaders	All Army Leaders
Equip Our Soldiers	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>FM&C</u> , <u>ASA</u> (ALT), <u>G4</u> , <u>AMC</u> , <u>CLL</u>	<u>SA</u> , <u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>FM&C</u> , <u>ASA</u> (ALT), <u>G4</u> , <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>G4</u> , <u>G8</u> , <u>AMC</u> , <u>ASA</u> (ALT)	<u>SA</u> , <u>CSA</u> , <u>VC</u> , <u>SA</u> , <u>SMA</u> , <u>AS</u> , <u>A</u> (ALT), <u>G4</u> , <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VCS</u> , <u>A</u> , <u>SMA</u> , <u>ASA</u> (ALT), <u>G4</u> , <u>G8</u> , <u>AMC</u>	<u>SA</u> , <u>CSA</u> , <u>VC</u> , <u>SA</u> , <u>SMA</u> , <u>AS</u> , <u>A</u> (ALT), <u>G4</u> , <u>G8</u> , <u>AMC</u> , <u>CPA</u>	<u>ASA</u> (ALT), <u>G4</u> , <u>G8</u> , <u>AMC</u> , <u>CPA</u>	N/A	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>ASA</u> (ALT), <u>G4</u> , <u>G8</u> , <u>AMC</u>	<u>CSA</u> , <u>VCSA</u> , <u>SMA</u> , <u>AMC</u> , <u>ASA</u> (ALT), <u>G4</u> , <u>G8</u>	All Army Leaders

Note: The Most Appropriate Lead Communicator for Each "Initiative to Audience" Engagement is UNDERLINED.



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FOUO Internal Memorandum v10 27 Mar 2006

ENGAGEMENT MATRIX - CONTINUED

← AUDIENCES →											
Strategic Initiative	Congress	DoD	Bus. Ldrs	Army	Defense Industry	Media	Defense Analysts	Academia	Veterans	Civic Leaders	General Public
Recruit & Retain the AVF	SA, <u>CSA</u> , VCSA, SMA, ASA(M&RA), G1, FM&C, OCAR, ARNG, TRADOC, CLL	SA, <u>CSA</u> , VCSA, SMA, ASA(M&RA), G1, G8, FM&C, OCAR, ARNG	<u>SA</u> , CSA, VCSA, SMA, ASA(M&RA), G1, G8, FM&C, OCAR, ARNG	All Army Leaders	<u>SA</u> , CSA, VCSA, ASA(M&RA), G1, OCAR, ARNG, TRADOC	All Army Leaders	<u>SA</u> , CSA, VCSA, ASA(M&RA), G1, OCAR, ARNG, TRADOC	<u>SA</u> , CSA, VCSA, ASA(M&RA), G1, OCAR, ARNG, TRADOC	All Army Leaders	All Army Leaders	All Army Leaders
Care for Soldiers & Army Families	SA, <u>CSA</u> , SMA, ASA(M&RA), G1, SURG.GEN. I&E, ACSIM, OCAR, ARNG, CLL	SA, <u>CSA</u> , VCSA, SMA, ASA(M&RA), I&E	<u>SA</u> , CSA, VCSA, G1, SMA, ARNG ASA(M&RA) SURG.GEN I&E, ACSIM, OCAR	All Army Leaders	<u>SA</u> , USA, CSA, G1, VCSA, I&E, SMA, ARNG ASAM&RA SURG.GEN ACSIM, OCAR	SA, <u>CSA</u> , VCSA, SMA, ASA, (M&RA), G1, ARNG SURG.GEN., I&E, ACSIM, OCAR,	<u>SA</u> , CSA, VCSA, ASA(M&RA), G1, ARNG SURG.GEN. I&E, ACSIM, OCAR	N/A	All Army Leaders	All Army Leaders	All Army Leaders
Improve Soldier & Family Housing	<u>SA</u> , CSA, VCSA, SMA, I&E, CLL, FM&C, ACSIM	<u>SA</u> , CSA, VCSA, SMA, I&E, F M&C, ACSIM	<u>I&E</u> , ACSIM	All Army Leaders	N/A	All Army Leaders	N/A	N/A	All Army Leaders	All Army Leaders	All Army Leaders
Flagships of Readiness (Stationing, BRAC, IGPBS)	<u>SA</u> , USA, CSA, VCSA, SMA, I&E, FM&C, ACSIM, FORSCOM, TRADOC, CLL	<u>SA</u> , USA, CSA, VCSA, SMA, I&E, FM&C, ACSIM	<u>SA</u> , USA, CSA, VCSA, I&E, ACSIM, AMC	All Army Leaders	<u>SA</u> , USA, CSA, VCSA, I&E, ACSIM, AMC, FORSCOM, TRADOC	<u>SA</u> , USA, CSA, VCSA, I&E, ACSIM, AMC, FORSCOM, TRADOC	<u>SA</u> , USA, CSA, VCSA, I&E, ACSIM, AMC, FORSCOM, TRADOC	N/A	<u>SA</u> , USA, CSA, VCSA, I&E, ACSIM, AMC, FRSCOM, TRADOC	ALL LOCAL ARMY LEADERS	All Army Leaders
Implement Business Transformation Initiatives	<u>SA</u> , USA, VCSA, FM&C, CLL	<u>SA</u> , USA, VCSA, FM&C	<u>SA</u> , USA, VCSA, AMC, I&E, G4, G8	All Army Leaders	<u>SA</u> , USA, VCSA, FM&C, G4, G8	<u>SA</u> , USA, VCSA, AMC FM&C, AMC, I&E, G4, G8, LOCAL LEADERS	<u>SA</u> , VCSA, AMC	N/A	N/A	N/A	N/A
Develop LandWarNet Institution Infrastructure	SA, <u>CSA</u> , VCSA, FM&C, CLL	SA, <u>CSA</u> , VCSA, FM&C, I&E, ACSIM, G3	SA, USA, <u>VCSA</u> , I&E, ACSIM, G3, G2, G6, SURG.GEN	All Army Leaders	SA, USA, <u>VCSA</u> , FM&C, AMC, I&E, G4, G8	SA, USA, CSA, <u>VCSA</u> , FM&C, I&E, AMC, G4, G8, ACSIM	SA, USA, CSA, <u>VCSA</u> , FM&C, I&E, AMC, G4, G8, ACSIM	SA, USA, CSA, <u>VCSA</u>	N/A	N/A	N/A
Enhance Strategic Communication	<u>SA</u> , CSA, VCSA, CPA, CLL	<u>SA</u> , VCSA, CPA, CLL	<u>SA</u> , CPA, CSA, VCSA, CLL, CPA	All Army Leaders	<u>SA</u> , CSA, CPA VCSA, CPA, CLL	<u>SA</u> , CSA, VCSA, CPA, CLL	<u>SA</u> , CSA, VCSA, CPA, CLL	<u>SA</u> , CSA, VCSA, CPA, CLL	<u>SA</u> , CSA, VCSA, CPA, CLL	<u>SA</u> , CSA, VCSA, CPA, CLL	<u>SA</u> , CSA, VCSA, CPA, CLL

Note: The Most Appropriate Lead Communicator for Each "Initiative to Audience" Engagement is UNDERLINED.



CALL TO DUTY
230 YEARS OF SERVICE TO OUR NATION

The Army Theme: “Call to Duty”

“Call to Duty” is more than a theme. Our Soldiers continue to answer the **“Call to Duty”** as they have done for more than 230 years. The most potent weapon in the long struggle against terrorism will be our brave men and women in uniform. These Americans represent the finest the Nation has to offer. Those who honor and assist our Soldiers also answer the **“Call to Duty.”**

It is essential that the **“Call to Duty”** Army theme be linked throughout all our communication, as it is the driving force that compels us to **“Tell the Army Story”** with energy and commitment as we link together all communication campaigns within a coordinated strategy. For further information on the **“Call to Duty”** read:

www.army.mil/calltoduty

Related Campaigns:

<i>Freedom Team Salute:</i>	<u>http://freedomteamsalute.army.mil</u>
<i>Operation Tribute to Freedom:</i>	<u>www.army.mil/otf</u>
<i>America Supports You:</i>	<u>www.americasupportsyoud.mil</u>



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Army Outreach Defined

Outreach, as defined by Webster's Dictionary: The act or process of reaching out. At first glance, the definition appears obvious. In terms of meaning and value, however, outreach is much more simply “reaching out.” It is a fundamental process regarding *what, where, when, why and how* the Army engages with the public.

- With multiple audiences and various communication vehicles, Army Outreach is designed to engage in the process of reaching out to achieve the three desired effects of communication:

1) To Attract and Retain Quality Soldiers 2) To Maintain Public Support 3) To Resource the Army
- Within the Army, outreach is coordinated at HQDA by the Office of Chief of Public Affairs Army Outreach Division (OCPA-AOD). The Office of the Director of Army Staff, Executive Outreach Division (EOD) coordinates events for the Secretary of the Army, Chief of Staff of the Army, Vice Chief of Staff of the Army, the UnderSecretary of the Army and the Sergeant Major of the Army.
- In conducting outreach to achieve the above desired effects, OCPA-AOD and EOD develop and conduct events tailored toward specific audiences and influencers to communicate the desired messages and connect the Army with the American people . Army Outreach Division conducts executive public affairs training, executive speaking engagements, liaison with the television and movie industry, public communication with national and international veterans and military support organizations, and communicates with the general public concerning Army matters.

Learn More:

<http://www4.army.mil/outreach/index2.html>

<https://www.asaie.army.mil/pitoolbox/>



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Army Outreach Programs

Name	Description and Purpose	Audience(s)	Attract & Retain	Maintain Public Support
Operation Tribute to Freedom	To honor Soldiers and provide them with opportunities to thank the American people for their support through speaking, media and recognition events geared towards sharing the Soldiers' story.	1. American Public 2. Soldiers 3. Veteran Service Organizations (VSO)	How: Gives Soldiers opportunities to share their stories with key influencers. Why: Connects the Soldier to the American people by personalizing the "Soldier" and providing the one-on-one interaction that is the best form of recruitment.	How: Helps ensure that the public support for the Soldier is maintained. Why: Allows Soldiers to experience the recognition and support (from others) on a personal basis and encourages them to continue their service.
America Supports You	To provide the American people a way to let service members know what the public is doing to support their service.	1. Soldiers 2. American Public	How: Allows the American people an opportunity to show their support on a large scale. This outpouring of support is visible to future Soldiers and allows them to see that they will be supported in their decision. Why: Helps to combat the negative pressure sometimes imposed on one's decision to serve by allowing potential recruits to see the support from their community.	How: Reinforces the Soldiers' service by letting them know they are supported by their fellow Americans. Why: Combats negative media that lowers morale and therefore creates a greater sense of pride in military service.
Freedom Team Salute	To recognize and thank parents, spouses and employers of Active, Reserve and Guard Soldiers and Army Veterans for their support and service.	1. Family 2. Employers 3. Soldiers 4. Veterans	How: Supports recruiting by reaching out to the Army's greatest advocates: parents, spouses, employers and veterans. Why: It is an investment in strengthening and maintaining relationships with key influencers.	How: Reinforces the support system that exists for the Soldiers and makes it more acceptable to serve and sacrifice. Why: Fosters mutual appreciation between Soldiers and their key influencers and shows the Army's commitment to a Soldiers' support system.




Army Outreach Website

Army Outreach - Microsoft Internet Explorer

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Address <http://www4.army.mil/outreach/index2.html> Go



OUTREACH

CONNECTING YOU WITH YOUR ARMY



A Soldier, just back from Iraq, signs autographs for school children

◀ Feb 2006 ▶ Calendar Add Event

Daleville Chamber of C...	13	African American Black...	14	TRADOC Band Instrument...	15	Fort Rucker National P...	16	Your Army...	17	Alpha Epsilon Pi...	18	Daytona 500...	19	20
		2 events		2 events		2 events		3 events				3 events		

OUTREACH PROGRAMS


OUTREACH NETWORK

OUTREACH IMAGES

REQUEST ARMY ASSETS

HOW YOU CAN HELP

DOWNLOADS & RESOURCES



OPERATION TRIBUTE TO FREEDOM

Welcome Home

News

Guard leaders laud Army's Olympic athletes...

Pakistani-American Soldier guest at State of Union...

Heavy metal displayed at auto show...

Army recruiting for physician assistants...

News Archive

From the Director

Search Army Outreach Search

Frequently Asked Questions | Send Us Website Feedback
A-Z | Contact Us | Privacy & Security | FOIA

Some aspects of this site will utilize Macromedia Flash player, Apple Quicktime, Adobe Acrobat, as well as Real Player. For optimal viewing download the most recent versions here: (Flash | Real | Quicktime | Acrobat). Site Last Revised: Monday, February 13, 2006 at 13:43 EST



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<http://www4.army.mil/outreach/index2.html>

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Army Outreach Calendar

Army Outreach - Microsoft Internet Explorer

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Address <http://www4.army.mil/outreach/calendar/> Go Links

OUTREACH

CONNECTING YOU WITH YOUR ARMY

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Requesting Army Assets

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The Army Outreach Calendar

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<< Dec 2005 >>

Sun	Mon	Tues	Wed	Thur	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Search Outreach Events

Search for:

Type:

Agency:

State:

December 20, 2005

Welcome to the Army's Outreach Event Calendar. This calendar helps the American public stay in touch with our Army through the listing of events that take place every day.

If you would like to add your Outreach Event click [here](#).



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www.army.mil/outreach/calendar

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Key Events Matrix

2006	January	February	March	April	May	June	July	August	September	October	November	December
ARMY THEME	Call to Duty	Call to Duty African - American Heritage	Call to Duty Women's History	Call to Duty Environmental Stewardship Army Reserve Service Taking Care of Our People	Call to Duty Asian-Pacific Heritage National Military Appreciation Honoring the Fallen	Call to Duty Deploy new theme during Army Birthday Army Compelling Needs	Call to Duty National Service	Call to Duty Women's Equality	Long War & Terrorism Warrior Ethos Hispanic Heritage 9/11 Attacks Anniv	Military Medicine Wounded Warrior Program Disabled Employee Awareness	Call to Duty Native American Heritage	Call to Duty Army Sports
OUT-REACH	All-American Bowl San Antonio ComRel Award Selections Reserve Officers Assoc. Mid-Winter Conf.	African American History Month The U.S. Army Field Band (TUSAFB) Spring Tour	Senate Youth Program & Presidential Classroom	JCOC 71 Spring VSO Conf.	Memorial Day Armed Forces Day/Week JSOH PSRW Support Investment in America Forum	Army Birthday June 14th Presidential Classroom Support Twilight Tattoo	American GI Forum National Convention 25-29 July, Overland Park, KS. Reserve Officer Assoc. Annual Conf.	The American Legion National Convention 25-31 Aug, Salt Lake City, UT VFW National Convention 26-31 Aug, Reno, NV	9/11 Activities POW/MIA Day 15th Spirit of America	Fall VSO Conf. TUSAFB Fall Tour	Veterans Day Ceremony Support TUSAFB Fall Tour	Holiday Observation TUSAFB Annual Holiday Concert
KEY OPPORTUNITIES	Martin Luther King Jr. Holiday All-American Bowl	African American History Month	Worldwide PA Symposium	Earth Day, 22 nd Army Reserve Birthday, Apr 23 rd Sexual Assault Awareness Month	Military Appreciation Month Memorial Day Asian-Pacific Heritage Month	Army Birthday June 14 th Flag Day	Independence Day	Women's Equality Day	9/11 Activities POW/MIA Day Hispanic Heritage Month	Disabled Employee Awareness Month	Native American Heritage Month Veteran's Week	Army-Navy Game
CONGRESS ACTIVITIES TIMELINE		PB07 to Congress QDR Report to Congress	Posture Hearings		★ Congressional Markups HOUSE ↔ SENATE	← Congress Budget Deliberations	→ P&B Submission to OSD (G8)	HOUSE/SENATE AUTH and APPROP Conf (T)		← POM →		TAA Decision

★ PREPARE DRAFT LEGISLATION



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ACRONYMS

AC	Active Component
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ASEP	Army Spouse Employment Partnership
AW2	U. S. Army Wounded Warrior Program
BCT	Brigade Combat Team
BOLC	Basic Officer Leader Course
BRAC	Base Realignment and Closure
CBRNE	Chemical, Biological, Radiological, Nuclear and High Yield Explosives
CTC	Combat Training Center
DoD	Department of Defense
FCS	Future Combat Systems
FTS	Full Time Support
FY	Fiscal Year
GBIAD	Ground Based Integrated Air Defense
GDP	Gross Domestic Product
HMMWV	High Mobility Multipurpose Wheeled Vehicle
IED	Improvised Explosive Device
IGPBS	Integrated Global Presence and Basing Strategy
JIEDDO	Joint Improvised Explosive Device Defeat Organization
JTF	Joint Task Force
MFO	Multinational Force and Observers
NDAA	National Defense Authorization Act



ACRONYMS

OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
O&M	Operations and Maintenance
QDR	Quadrennial Defense Review
RC	Reserve Component
RCI	Residential Communities Initiative
RDA	Research, Development, and Acquisition
REF	Rapid Equipping Force
RFI	Rapid Fielding Initiative
SAPI	Small Arms Protective Inserts
SBCT	Stryker Brigade Combat Team
TOA	Total Obligation Authority
UAS	Unmanned Aerial Systems
USAR	United States Army Reserve
WMD	Weapons of Mass Destruction



Helpful Army Websites

The following websites provide greater information on various topics:

- **The Army Website:** This site is the most visited military website in the world, averaging about 7 million visitors per month or 250 hits per second. It provides news, features, imagery, and references.
<http://www.army.mil>
- **The Army National Guard:** Provides information about the Army National Guard.
<http://www.arng.army.mil>
- **The United States Army Reserve:** Provides information about the Army Reserve.
<http://www.armyreserve.army.mil/usar/home>
- **Army Families Online:** This site provides information and links to other support programs that support our Soldiers and their families.
<http://www.armyfamiliesonline.org>
- **Wounded Warrior Program:** This site provides information on the Army's Wounded Warrior Program which provides support for severely wounded Soldiers and their families. It can be found through the Army Families Online website at
<http://www.armyfamiliesonline.org>
- **Deputy Chief of Staff for Personnel, G-1:** For information on personnel issues.
<http://www.armyg1.army.mil>
- **Deputy Chief of Staff for Logistics, G-4:** For information on Army logistics.
<http://www.hqda.army.mil/logweb>
- **Chief Information Officer, G-6:** For information on Army Information Management and Information Technology, visit:
<http://www.army.mil/ciog6>



Helpful Army Websites

- **Deputy Chief of Staff for Programs, G-8:** For information on materiel integration.
<http://www.g8.army.mil>
- **Future Combat Systems:** For information on the Future Combat Systems program.
<http://www.army.mil/fcs>
- **Army Logistics Transformation Agency:** For information on Army logistics transformation.
<http://www.lta.army.mil>
- **Army Medicine:** For information on Army medical programs.
<http://www.armymedicine.army.mil>
- **Army Posture Statement:** For the web-based version of this year's Army Posture Statement and previous years' versions.
<http://www.army.mil/aps>
- **Army Modernization Plan:** Provides a detailed overview of the Army's organizational and materiel modernization efforts.
<http://www.army.mil/features/MODPlan/2005>
- **Army Public Affairs:** For information regarding the Office of Chief of Public Affairs and the mission and process of Army communication.
<http://www4.army.mil/ocpa/>
- **Army Public Involvement Toolbox:** Provides practical tools, methods, examples and information related to public involvement (specifically environmental public involvement), in support of the mission of the U.S. Army.
<https://www.asaie.army.mil/pitoolbox/>



“The past year has continued to be a challenging period for the Army and the Nation, but we have met every challenge – from highly successful combat operations in two theaters, to Homeland Security support of Hurricane Katrina and Hurricane Rita to continued transformation of the operational and institutional parts of the Army. With unsurpassed professionalism, courage and commitment, our Soldiers have endured great hardships, lost many friends and comrades along the way, have made lasting contributions to the peace, freedom and security of two formerly oppressed nations and have defended and preserved our Nation’s way of life. I am honored to serve as the Secretary of the Army and I look forward to 2006 to continue the tremendous progress we have made in building the Army of the future through Transformation and Modernization – all the while...our Soldiers continue to fight and win the Global War on Terrorism.”

The Honorable Francis J. Harvey

Secretary of the Army

Remarks - October 3, 2005

Association of the U.S. Army, Washington, DC



CALL TO DUTY
230 YEARS OF SERVICE TO OUR NATION

APPENDIX



CALL TO DUTY
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Sample Senior Leader Engagements

Program	Article Placement in non-traditional periodicals	AUSA/ Military Assn. Events	Continuous Media Engagements	Editorial Board Meetings	Quarterly Dinners/ Lunches/ Breakfasts with Key Influencers, such as CEOs, Civic Leaders, etc.	Staff Rides with Key Influencers, such as CEOs, Civic Leaders, etc.	Soldier Engagements with Key Influencers, such as CEOs, Civic Leaders, etc.	Think Tank Speaking Events	Trip Enhancement
Description & Purpose	Leadership articles, or other appropriate topics, in business, association and academia periodicals increases the understanding of the Army by non-traditional audiences and helps maintain public support.	Participation in military assn events and conferences strengthens the bonds with our veterans and partners.	Frequent meetings with all media formats will assist in raising awareness and increase understanding of the Army resulting in greater public support for the Army.	Periodic meetings with local newspaper editorial boards will help increase the understanding of the Army and maintain public support.	Small, informal, off the record, dinners with key influencers provide informal settings for relationship building.	Staff rides to military battlefields provide informal settings for relationship building among Army leaders and influencers and highlights the transferability of military knowledge and experience to the civilian job market.	Personal engagements between business leaders and Soldiers provide opportunities for relationship building and a better understanding of the Army.	Leadership speaking opportunities at universities and other research organizations can increase the understanding of the Army.	Adding outreach events, such as lunches or meetings with business leaders, civic groups or ROTC units; to scheduled trips maximizes the trip's value and helps the Army achieve its outreach objectives in terms of maintaining public support.
Sample Audiences	Business Leaders, Non-Profit Leaders, Academia, Civic Leaders	Defense Industry, Veterans, Active Duty members	Defense Analysts, Media, General Public	Media, General Public	Business Leaders, Defense Analysts, Media, Academia, Non-Profit Leaders	Business Leaders, Defense Analysts, Media, Academia, Non-Profit Leaders	Business Leaders, Defense Industry, Defense Analysts, Media, Academia, Non-Profit Leaders	Defense Analysts, Defense Industry, Business Leaders, Media	Business Leaders, Media, Academia, Non-Profit Leaders, Civic Leaders, Veterans

